

PURCHASING & LICENSING COMMITTEE

12-0431R

RESOLUTION AUTHORIZING AN AGREEMENT WITH ADJUSTERS INTERNATIONAL FOR PROFESSIONAL DISASTER MANAGEMENT CONSULTING SERVICES FOR THE PREPARATION OF, AMONG OTHER THINGS, FEMA (FEDERAL EMERGENCY MANAGEMENT AGENCY) DOCUMENTATION FOR AN AMOUNT NOT TO EXCEED \$200,000.

CITY PROPOSAL:

RESOLVED, that the proper city officials are hereby authorized to enter into a professional services agreement with Adjusters International, substantially in the form of that on file in the office of the city clerk as Public Document No. _____, for professional disaster management consulting services in the preparation of among other things, FEMA (Federal Emergency Management Agency) documentation for an amount not to exceed \$200,000, payable from Fund 225 (Disaster Recovery Fund), Dept./Agency 125 (Finance), Div. 1800 (Force Labor), Obj. 5310 (Contract Services), Project No. Flood - 990.

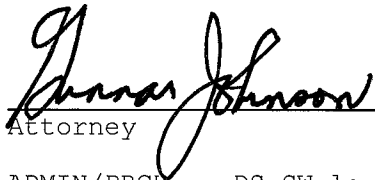
Approved:


Department Director
Purchasing Agent 

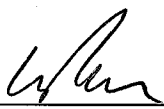
Approved for presentation to council:


Chief Administrative Officer

Approved as to form:


Attorney

Approved:


Auditor

ADMIN/PRCH DS:SW:le 08/16/2012

STATEMENT OF PURPOSE: This resolution authorizes an agreement with Adjusters International (AI) for professional disaster management consulting services for the preparation of, among other things, FEMA documentation in an amount not to

exceed \$200,000. The city administration determined that it was necessary to engage the services of an expert in disaster recovery to ensure that the city receives the maximum reimbursement from all federal and local government agencies. Under the terms of the agreement and subject to the city's direction, AI will act as the city's representative by working directly with FEMA and all other federal, state and local agencies assisting in damage inspection and evaluation and assisting in preparation of FEMA project work sheets. AI's fees are considered administrative costs under FEMA rules and will be, to some degree, reimbursable from FEMA.

The purchasing division mailed RFP (requests for proposals) to nine different consultants, and received three complete responses. City administration reviewed and evaluated proposals and selected two finalists for interviews. They determined that Adjusters International had the most experience, including prior experience working in Minnesota, and provided the most in-depth answers to interview questions.

Proposals Disaster Management Consultant Services RFP 12-18DS Acknowledged July 25, 2012	
Proposer	City/State
Adusters International	Utica, New York
WITT Associates	Washington, D.C.
Broaddus Associates	Ocean Springs, Mississippi

Requisition No. 12-0522

AGREEMENT FOR PROFESSIONAL SERVICES

ADJUSTERS INTERNATIONAL AND CITY OF DULUTH

THIS AGREEMENT, effective as of the date of attestation by the City Clerk (the "Effective Date"), by and between, the City of Duluth, hereinafter referred to as "City," and Adjusters International, with a corporate office at 126 Business Park Drive, Utica, NY 13502, hereinafter referred to as "Consultant" for the purpose of rendering services to the City.

WHEREAS, the City of Duluth has been designated by the President of the United States as a federal disaster area resulting from the rain event of June 21-22, 2012 and the resulting flooding (the "Event") and as such is qualified to receive assistance under the Federal Emergency Management Administration ("FEMA") rules and regulations; and

WHEREAS, the City determined it was in need of an expert to assist with managing the City's relationship with FEMA and other federal, state and local agencies; and

WHEREAS, City issued a Request for Proposal (the "RFP") for assistance with working with FEMA and all other federal, state and local agencies, meetings with community members and groups regarding damages resulting from the Event and proposals to repair or reconstruct infrastructure and other property resulting from the Event; assisting in damage inspection and evaluation; and assistance in preparation of Project Work Sheets ("PWs") for FEMA (the "Project"). A copy of the RFP is attached as Exhibit A; and

WHEREAS, Consultant has represented itself as an expert in disaster recovery management and has represented that it is qualified and willing to perform the services set for in the RFP;

WHEREAS, Consultant submitted a Proposal on or about July 24, 2012, in response to the RFP attached hereto as Exhibit B (the "Proposal")

WHEREAS, based on the Proposal the City has selected Consultant's professional services for the Project;

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter contained, the parties hereto agree as follows:

I. Services to be Performed.

A. Consultant will provide the services identified in the City's RFP, Consultants

Proposal and as set forth in all written Scopes of Work ("SOW") issued by the City's Chief Administrative Officer ("CAO"). A form of SOW is attached hereto as Exhibit

C. Each SOW will set out a definitive description of the work covered by the Work

Order, describe the location of the work to be done, setting forth the time parameters within which the work to be performed under the SOW is to be completed and other particulars of the work. Each such SOW shall be countersigned by the CAO, agreeing to the terms and requirements of the SOW. Upon the issuance of the SOW by the CAO and the countersignature by the Consultant, such SOW shall be deemed to be part of this Agreement and to be governed by the terms hereof.

- B. In the event of any conflict between Exhibit B and this Agreement, Exhibit A or any SOW, the terms and conditions of this Agreement, Exhibit A or the SOW as appropriate shall be deemed to be controlling. In the event of a conflict between the provisions of any SOW, Exhibit A and this Agreement, the terms and conditions of this Agreement shall be deemed to be controlling.

II. Professional Fees and Payment

It is agreed between the parties that the Consultant's maximum compensation for services provided herein shall not exceed Two Hundred Thousand dollars and no/100ths, (\$200,000), payable from Fund 225, Disaster Recovery Fund inclusive of all approved travel and other expenses associated with the Project without written approval from City. All work provided hereunder shall be at the rates set forth in the Price Proposal on page 78 of Consultant's Proposal. Requests for reimbursement of expenses shall be made no more frequently than monthly and shall be accompanied by such documentation as City shall reasonably request. Upon receipt of said request and the appropriate documentation, City shall reimburse Consultant for the approved expenses up to the amount set forth above.

III. General Terms and Conditions.

1. Qualifications. Consultant represents that it is qualified and willing to perform the services set forth herein.
2. Amendments. Any alterations, variations, modifications or waivers of terms of this Agreement shall be binding upon the City and Consultant only upon being reduced to writing and signed by a duly authorized representative of each party.
3. Assignment. Consultant represents that it will utilize only its own personnel in the performance of the services set forth herein; and further agrees that it will neither assign, transfer or subcontract any rights or obligations under this Agreement without prior written consent of the City.
4. Data and Confidentiality.

- a. The City agrees that it will make available all pertinent information, data and records under its control for Consultant to use in the performance of this Agreement, or to assist Consultant wherever possible to obtain such records, data and information.
- b. All reports, data, information, documentation and material given to or prepared by Consultant pursuant to this Agreement will be confidential and will not be released by Consultant without prior authorization from the City.
- c. All notes, reports, records and other data prepared under this Agreement shall become the property of the City upon completion or termination of the services of Consultant.
- d. Records shall be maintained by Consultant in accordance with the requirements prescribed by the City and with respect to all matters covered by this Agreement. Such records shall be maintained for a period of six (6) years after receipt of final payment under this Agreement.
- e. Consultant will ensure that all costs shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.
- f. Consultant shall be responsible for furnishing to the City records, data and information as the City may require pertaining to matters covered by this Agreement.
- g. Consultant shall ensure that at any time during normal business hours and as often as the City may deem necessary, there shall be made available to the City for examination, all of its records with respect to all matters covered by this Agreement. Consultant will also permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.

5. Consultant Representation and Warranties.

Consultant represents and warrants that:

- a. Consultant and all personnel to be provided by it hereunder have sufficient training and experience to perform the duties set forth herein and are in good standing with all applicable licensing requirements.
- b. Consultant and all personnel provided by it hereunder shall perform their respective duties in a professional and diligent manner in the best interests of the City and in accordance with the then current generally accepted standards of the profession for the provisions of services of this type.
- c. Consultant has complied or will comply with all legal requirements applicable to it with respect to this Agreement. Consultant will observe all applicable laws, regulations, ordinances and orders of the United States, State of Minnesota and agencies and political subdivisions thereof.
- d. The execution and delivery of this Agreement and the consummation of the transactions herein contemplated do not and will not conflict with, or constitute a breach of or a default under, any agreement to which the Consultant is a party or by which it is bound, or result in the creation or imposition of any lien, charge or encumbrance of any nature upon any of the property or assets of the Consultant contrary to the terms of any instrument or agreement.
- e. There is no litigation pending or to the best of the Consultant's knowledge threatened against the Consultant affecting its ability to carry out the terms of this Agreement or to carry out the terms and conditions of any other matter materially affecting the ability of the Consultant to perform its obligations hereunder.
- f. The Consultant will not, without the prior written consent of the City, enter into any agreement or other commitment the performance of which would constitute a breach of any of the terms, conditions, provisions, representations, warranties and/or covenants contained in this Agreement.

6. Contract Period.

Consultant shall commence performance of this Agreement on the Effective Date and performance shall be completed by August 08, 2013, unless earlier terminated as provided for herein. The City recognizes the option to renew the contract for an additional twelve-month period based on terms of the RFP.

The City may, by giving thirty (30) days written notice, specifying the effective date thereof, terminate this Agreement in whole or in part without cause. In the event of termination, all property and finished or unfinished documents and other writings prepared by Consultant under this Agreement shall become the property

of the City and Consultant shall promptly deliver the same to the City. Consultant shall be entitled to compensation for services properly performed by it to the date of termination of this Agreement. In the event of termination due to breach by Consultant, the City shall retain all other remedies available to it, and the City shall be relieved from payment of any fees in respect of the services of Consultant which gave rise to such breach.

7. Independent Contractor.

- a. It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of copartners between the parties hereto or as constituting Consultant as an agent, representative or employee of the City for any purpose or in any manner whatsoever. The parties do not intend to create any third party beneficiaries of this Agreement. Consultant and its employees shall not be considered employees of the City, and any and all claims that may or might arise under the Worker's Compensation Act of the State of Minnesota on behalf of Consultant's employees while so engaged, and any and all claims whatsoever on behalf of Consultant's employees arising out of employment shall in no way be the responsibility of City. Except for compensation provided in Section II of this Agreement, Consultant's employees shall not be entitled to any compensation or rights or benefits of any kind whatsoever from City, including without limitation, tenure rights, medical and hospital care, sick and vacation leave, Worker's Compensation, Unemployment Insurance, disability or severance pay and P.E.R.A. Further, City shall in no way be responsible to defend, indemnify or save harmless Consultant from liability or judgments arising out of Consultant's intentional or negligent acts or omissions of Consultant or its employees while performing the work specified by this Agreement.
- b. The parties do not intend by this Agreement to create a joint venture or joint enterprise, and expressly waive any right to claim such status in any dispute arising out of this Agreement.
- c. Contractor expressly waives any right to claim any immunity provided for in Minnesota Statutes Chapter 466 or pursuant to the official immunity doctrine.

8. Indemnity.

Consultant shall defend, indemnify and hold City and its employees, officers, and

agents harmless from and against any and all cost or expenses, claims or liabilities, including but not limited to, reasonable attorneys' fees and expenses to the extent caused by the Consultant's a) breach of this agreement or b) its negligence or misconduct or that of its agents or contractors in performing the Services hereunder or c) any claims arising in connection with Consultant's employees or contractors, or d) the use of any materials supplied by the Consultant to the City. This Section shall survive the termination of this Agreement for any reason.

9. Insurance.

- a. Consultant shall provide the following minimum amounts of insurance from insurance companies authorized to do business in the state of Minnesota.
 - (1) Workers' compensation insurance in accordance with the laws of the State of Minnesota.
 - (2) Public Liability and Automobile Liability Insurance with limits not less than **\$1,500,000** Single Limit, and twice the limits provided when a claim arises out of the release or threatened release of a hazardous substance; shall be in a company approved by the city of Duluth; and shall provide for the following: Liability for Premises, Operations, Completed Operations, Independent Contractors, and Contractual Liability.
 - (3) Professional Liability Insurance in an amount not less than **\$1,500,000** Single Limit; provided further that in the event the professional malpractice insurance is in the form of "claims made," insurance, 30 days' notice prior to any cancellation or modification shall be required; and in such event, Consultant agrees to provide the City with either evidence of new insurance coverage conforming to the provisions of this paragraph which will provide unbroken protection to the City, or, in the alternative, to purchase at its cost, extended coverage under the old policy for the period the state of repose runs; the protection to be provided by said "claims made" insurance shall remain in place until the running of the statute of repose for claims related to this Agreement.
 - (4) **City of Duluth shall be named as Additional Insured** under the Public Liability, or as an alternate, Consultant may provide Owners-

Contractors Protective policy, naming himself and City of Duluth. Consultant shall also provide evidence of Statutory Minnesota Workers' Compensation Insurance. Consultant to provide Certificate of Insurance evidencing such coverage with 30-days notice of cancellation, non-renewal or material change provisions included. The City of Duluth does not represent or guarantee that these types or limits of coverage are adequate to protect the Contractor's interests and liabilities.

- (5) If a certificate of insurance is provided, the form of the certificate shall contain an unconditional requirement that the insurer notify the City without fail not less than 30 days prior to any cancellation, non-renewal or modification of the policy or coverages evidenced by said certificate and shall further provide that failure to give such notice to City will render any such change or changes in said policy or coverages ineffective as against the City.
 - (6) **The use of an "Accord" form as a certificate of insurance shall be accompanied by two forms – 1) ISO Additional Insured Endorsement (CG-2010 pre-2004) and 2) Notice of Cancellation Endorsement (IL 7002) or equivalent, as approved by the Duluth City Attorney's Office.**
- b. The insurance required herein shall be maintained in full force and effect during the life of this Agreement and shall protect Consultant and the City and each of their respective employees, agents and representatives from claims and damages including but not limited to personal injury and death and any act or failure to act by Consultant, its employees, agents and representatives in the performance of work covered by this Agreement to the extent insurable.
 - c. Certificates showing that Consultant is carrying the above described insurance in the specified amounts shall be furnished to the City prior to the execution of this Agreement and a certificate showing continued maintenance of such insurance shall be on file with the City during the term of this Agreement.

- d. The City shall be named as an additional insured on each liability policy other than the professional liability and the workers' compensation policies of the Consultant.
- e. The certificates shall provide that the policies shall not be changed or canceled during the life of this Agreement without at least 30 days advanced notice being given to the City.

10. Notices

Unless otherwise expressly provided herein, any notice or other communication required or given shall be in writing and shall be effective for any purpose if served, with delivery or postage costs prepaid, by nationally recognized commercial overnight delivery service or by registered or certified mail, return receipt requested, to the following addresses:

City:

City of Duluth
411 W. 1st Street
Room 402
Duluth, MN 55802
Attn: David Montgomery, CAO

Consultant

Adjusters International
126 Business Park Drive
Utica, NY 13502
Attn: _____

11. Civil Rights Assurances

Consultant, as part of the consideration under this Agreement, does hereby covenant and agree that:

- a. No person on the grounds of race, color, creed, religion, national origin, ancestry, age, sex, marital status, status with respect to public assistance, sexual orientation, and/or disability shall be excluded from any participation in, denied any benefits of, or otherwise subjected to discrimination with regard to the work to be done pursuant to this Agreement.
- b. That all activities to be conducted pursuant to this Agreement shall be conducted in accordance with the Minnesota Human Rights Act of 1974, as amended (Chapter 363), Title 7 of the U.S. Code, and any regulations and executive orders which may be affected with regard thereto.

12. Laws, Rules and Regulations.

Consultant agrees to observe and comply with all laws, ordinances, rules and regulations of the United States of America, the State of Minnesota and the City with respect to their respective agencies which are applicable to its activities under this Agreement.

13. Applicable Law.

This Agreement, together with all of its paragraphs, terms and provisions is made in the state of Minnesota and shall be construed and interpreted in accordance with the laws of the State of Minnesota.

14. Force Majeure.

Neither party shall be liable for any failure of or delay in performance of its obligations under his Agreement to the extent such failure or delay is due to circumstances beyond its reasonable control, including, without limitation, acts of God, acts of a public enemy, fires, floods, wars, civil disturbances, sabotage, accidents, insurrections, blockades, embargoes, storms, explosions, labor disputes, acts of any governmental body (whether civil or military, foreign or domestic), failure or delay of third parties or governmental bodies from whom a party is obtaining or must obtain approvals, franchises or permits, or inability to obtain labor, materials, equipment, or transportation. Any such delays shall not be a breach of or failure to perform this Agreement or any part thereof and the date on which the party's obligations hereunder are due to be fulfilled shall be extended for a period equal to the time lost as a result of such delays.

15. Severability

In the event any provision herein shall be deemed invalid or unenforceable, the remaining provision shall continue in full force and effect and shall be binding upon the parties to this Agreement.

16. Entire Agreement

It is understood and agreed that the entire agreement of the parties including all exhibits is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. Any amendment to this Agreement shall be in writing and shall be executed by the same parties who executed the original agreement or their successors in office.

17. Counterparts

This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument.

IN WITNESS WHEREOF, the parties have hereunto set their hands the day and date first above shown.

CITY OF DULUTH

By: _____
Its Mayor

Attest:

By: _____
City Clerk
Date: _____

Countersigned:

City Auditor

Approved as to form:

City Attorney

ADJUSTERS INTERNATIONAL

By _____

Its _____

Date: _____

EXHIBIT A
CITY'S REQUEST FOR PROPOSAL



**CITY OF DULUTH
PURCHASING DIVISION**

Room 100 City Hall
411 West First Street
Duluth, Minnesota 55802-1199
218/730-5340 218/730-5922 FAX

July 16, 2012

**REQUEST FOR PROPOSAL
12-18DS**

DISASTER MANAGEMENT CONSULTANT SERVICES

The City of Duluth is accepting sealed Proposals from qualified organizations interested in administering the City's disaster recovery process. Please provide the City of Duluth with a proposal per the following scope, description, requirements and goals.

Please mark your proposal with the above number and title on the outside of the envelope and return to: City of Duluth, Purchasing, Room 100, 411 West 1st Street, Duluth, MN 55802 by **2:00 PM. July 25, 2012.**

All proposals will be acknowledged aloud in room 106A of City Hall. Proposals will be reviewed by committee according to established criteria.

The City of Duluth reserves the right to reject all proposals, to select more than one to give presentations if so desired by the City of Duluth, or to select the best one and enter into further negotiations with the vendor.

Contact: Dennis Sears (218) 730-5003
Purchasing Agent
dsears@duluthmn.gov

Thank you.

CITY OF DULUTH, MINNESOTA
REQUEST FOR PROPOSAL

Sealed proposal may be hand delivered or mailed to the City of Duluth Purchasing Department, Room 100 City Hall, 411 West First Street, Duluth, Minnesota 55802. All proposals, with **original signature and two (2) additional copies plus a CD containing the Proposal**, must be received by **July 25, 2012 at 2:00 p.m., local time**. Proposals received after closing time will be returned unopened. The proposals will be opened and publicly read.

Proposal documents must be clearly marked **"DISASTER MANAGEMENT CONSULTANT SERVICES."**

SCHEDULE FOR SUBMISSION OF PROPOSALS AND SELECTION OF CONSULTANT:

- A. The Proposal must be submitted and received not later than Wednesday, July 25, 2012 to the City Purchasing Office, Room 100 City Hall, Duluth, MN 55802.
- B. Proposals will be screened and interviews arranged with the top three (3) candidates within ten (10) days after the submission deadline indicated above

Any questions concerning the proposal should be addressed and submitted at least two (2) days prior to the proposal opening to:

Ms. Peg Spehar
Interim Chief Financial Officer
411 W. 1st Street
Room 107
Duluth, MN 55802
email: pspehar@duluthmn.gov

Inquiries must reference the proposed service and date of the proposal opening. Interpretations will be made in the form of an addendum with copies posted on the City website and/or mailed or delivered to each party represented on the vendors list.

Note: The final agreement must be approved by the Duluth City Council prior to the Agreement becoming effective.

The City of Duluth adheres to the American with Disabilities Act and will make reasonable modification for access to City services, programs, and activities. Requests must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

The City of Duluth reserves the right to accept or reject any or all proposals, to award proposals on a split-order basis by item number when applicable, to waive any proposal informalities and to re-advertise for proposals when deemed in the best interest of the City of Duluth.

The City of Duluth provides equal access in employment and public services.

CITY OF DULUTH DISASTER MANAGEMENT CONSULTANT SERVICES

STATEMENT OF PURPOSE AND GENERAL SCOPE OF SERVICES

The City of Duluth has been designated by the President of the United States as a federal disaster area resulting from the rain event of June 21-22, 2012 and the resulting flooding (the "Event") and as such is qualified to receive assistance under the Federal Emergency Management Administration ("FEMA") rules and regulations.

The purpose of this request for proposals is to solicit proposals to provide all services requested or required by City in conformance with those rules and regulations to apply for FEMA funding for infrastructure repair or reconstruction as appropriate, to develop contracts, bid plans and specifications and other bid documents necessary to qualify for FEMA reimbursement, solicit, receive and award bids for necessary work in conformance with FEMA requirements and to apply for and receive reimbursement from FEMA for all eligible costs whether direct or indirect, incurred by the City arising out of the Event.

The proposals will also need to address the coordination with FEMA requirements of claims and requests for reimbursements under the City's property damage insurance and any assistance available under the Community Development Block Grant Program from the U.S. Department of Housing and Urban Development.

The work to be performed by the consultant will include working with and coordinating the work of FEMA teams for damage assessments; meetings with community members and groups regarding damages resulting from the Event and proposals to repair or reconstruct infrastructure and other property resulting from the Event; assisting in damage inspection and evaluation; working with FEMA and all other federal, state and local agencies, including but not limited to the US Army Corps of Engineers, to solicit and receive grant or loan assistance available to defray costs associated with the Event and assistance in preparation of Project Work Sheets ("PWs") for FEMA.

Attached to this RFP as **Exhibit A** is a proposed list of Consultant Responsibilities for the assistance of those submitting proposals. However, Proposers should not consider this list to constitute the final list of responsibilities which will be included in the Contract. **The City reserves the right to add to or delete from the Responsibilities listed on Exhibit A based on the Proposals received from all Proposers and such additional input as the City determines is appropriate.**

As part of the RFP process, the City will be looking to the professional expertise and experience of the Proposers, as contained in their proposals and as supplemented in the negotiation process, to insure that the City receives the services that it needs to most effectively serve the needs of the City and its citizens at the most effective cost possible.

EXPERIENCE AND QUALIFICATIONS

Please provide identification of the project manager or contact person to whom City of Duluth staff should address questions about the proposal, company, email address, and phone number.

- 10 years or more managing Federal and State Disaster Recovery projects for Cities and/or Counties.
- Extensive knowledge and familiarity with FEMA laws, regulations, and policies related to disaster recovery reimbursement for all categories of damage, historic, environmental and insurance review processes and FEMA Standard Operating Procedures (SOPs).
- Recent experience demonstrating current capacity and current expertise in flood disaster management with an emphasis in infrastructure damage.
- Demonstrated ability to interact with Federal, State, and other regulatory agencies including but not limited to Department of Transportation, Department of Natural Resources, Historic Preservation Office and Pollution Control Agency.
- Documented knowledge and experience of Federal, State and Local emergency agencies, state and federal programs, funding Sources and reimbursement process.
- Referenced for disaster recovery related projects completed by company, proposed team firms, including name, address, and telephone number of the contact person, and a description of the work.
- Ability to provide samples of services or demonstrate its capabilities and services.
- Description of current financial condition and prior year's annual report.
- Provision of insurance, for example, property casualty, business interruption, worker's compensation and unemployment compensation.
- Provide five (5) references for which the firm has performed services within the past five (5) years that are similar to the requirements of the Scope of Services. At least two (2) of the references shall be from governmental entities for flood disaster management. Provide the reference contact name, address, email address, telephone contact numbers and date of contract and amount of the contract.
- Provide an organizational chart, resumes and a summary of staff qualifications. Key project staff (management staff including, but not limited to: project manager, FEMA reimbursement specialist and data manager, Community Development Block grant specialist) must be full time employees of the proposing firm and have experience in the following:

- Documented knowledge and experience of Federal, State and local emergency agencies, state and federal programs, funding sources and reimbursement processes.
- Experience with special disaster recovery program management services including, FEMA appeals processing.

LICENSES, PERMITS AND CERTIFICATES

All licenses, permits and certificates required for an in connection with any and all parts of the work to be performed under the provisions of the Agreement shall be secured and maintained by the Proposer entirely at his/her expense.

TERM OF CONTRACT/RENEWAL

The initial term of the contract shall be for one (1) twelve month period with the option to renew the contract for an additional twelve-month period.

TERMINATION OF CONTRACT

Either party for any reason with thirty (30) days written notice may terminate the contract.

LAWS AND ORDINANCES

The contract will be governed by Minnesota law.

BINDING:

Proposer shall be bound by their proposal for a term of ninety (90) calendar days from the due date of the proposals. A firm may withdraw a proposal by written request prior to the date and time of the proposal opening.

MANDATORY INSURANCE AND INDEMNIFICATION REQUIREMENTS (Please Be Sure These Requirements Can Be Met Before Submitting Your Proposal)

- A. Insurance: Proposer shall provide evidence of insurance for all its services provided under the Contract. A Comprehensive General Liability Insurance Policy shall be maintained in force by Proposer throughout the life of the lease agreement in an amount not less than One Million Five Hundred Thousand Dollars (\$1,500,000) for bodily injuries and in an amount of not less than Five Hundred thousand Dollars (\$500,000) for property damage or One Million Five Hundred Thousand Dollars (\$1,500,000) single limit coverage. Such coverage shall include all Proposer activities occurring on or within said premises whether said activities are performed by employees or agents under contract to Proposer. Such policy of insurance shall be approved by the City Attorney's Office and shall contain a condition that it may not be cancelled without thirty day (30) written notification to the City of Duluth. The City of Duluth shall be named as an additional insured on said policy of insurance required by this paragraph. The City reserves the right to require Proposer to increase

the coverage set forth above and to provide evidence of such increased insurance coverage to the extent that the liability limits as provided in Minn. Stat. Sec. 466.04 are increased.

- B. Workers Compensation: Proposer shall provide evidence of Workers Compensation Coverage, as required by Minnesota Statutes.
- C. Indemnification: Proposer will defend, indemnify and save the City harmless from all costs, charges, damages, and loss of any kind that may grow out of the matter covered by this contract. Said obligation does not include indemnification of the City for claims of liability arising out of the sole negligent or intentional acts or omissions of City but shall include but not be limited to the obligation to defend, indemnify and same harmless the City in all cases where claims of liability against the City arise out of acts or omissions of City which are derivative of the negligence or intentional acts or omissions of Proposer such as, and including but not limited to, the failure to supervise, the failure to warn, the failure to prevent such act or omission by Proposer and any other such source of liability. In addition, Proposer will comply with all local, state and federal laws, rules and regulations applicable to this contract and to the work to be done and things to be supplied hereunder.

RESPONSE REQUIREMENTS

To properly evaluate each firm, the following materials and information should be submitted in each firm's response:

- ▶ Background and experience of the firm
- ▶ A description of the project team and the team's approach/methodology
- ▶ An organizational chart showing the proposed project team
- ▶ Provide documentation evidencing the percentage of claims accepted and recovered from FEMA on behalf of former Clients
- ▶ Biographies or resumes for each member of the project team
- ▶ Demonstrated understanding of the project
- ▶ References and contact information for similar completed projects

PRICE PROPOSAL

Each responding firm shall submit a price proposal that will include an itemized list of all direct and indirect costs associated with the performance of this contract. This cost may include, but not be limited to: Total number of hours at various hourly rates, direct expenses, payroll, supplies, overhead assigned to each person working on the project, percentage of each person's time devoted to the project, and profit.

CRITERIA FOR SELECTION

The responses to the RFP will be reviewed by a selection committee and ranked based various criteria in which cost is but one consideration. The proposal shall be evaluated based on the following criteria:

1. Experience and qualifications (50%)
2. Proposed management plan for the project (20%)
3. Understanding of project (10%)
4. Contract costs (Price Proposal) (20%)

The City reserves the right to award a single contract or multiple contracts based on the written proposals submitted or to short list the proposals and invite shortlisted firms to make oral presentations. Whichever method is used, the City will negotiate a contract with the top ranked firm(s).

**THE CITY OF DULUTH, MINNESOTA
REQUEST FOR PROPOSALS
CONTRACTUAL SERVICES
GENERAL CONDITIONS**

To ensure acceptance, all proposers submitting proposals to the City of Duluth shall be governed by the following conditions, attached specifications, and proposal form(s) unless otherwise specified. Proposals not complying with these conditions will be subject to rejection.

1. **Intent of Specifications:** It is the intent of the specifications attached hereto to set forth and describe a certain service(s) to be purchased by the City of Duluth including all materials, equipment, machinery, tools, apparatus, and means of transportation (including freight costs) necessary to provide the service(s).
2. **Legal Requirements:** All applicable provisions of Federal, State, County, and local laws including all ordinances, Rules, and regulations shall govern the development, submittal and evaluation of all proposals received in response to the specifications, and shall govern any and all claims between person(s) submitting a proposal response hereto and the City of Duluth, by and through its officers, employees and authorized representatives. A lack of knowledge by the proposer concerning any of the aforementioned shall not constitute a cognizable defense against the legal effect thereof. The proposer agrees that it will not discriminate on the basis of race, creed, color, national origin, sex, age or disability.
3. **Sealed Proposals:** The specifications and all executed proposal forms must be submitted in a sealed envelope. All proposals must be signed by an authorized representative of the proposer. In the event more than one proposal opening is scheduled for the same date and time, do not include proposals concerning different sets of specifications within the same envelope. The face of the proposal envelope shall be plainly marked identifying the service(s) proposed and the date of the proposal opening. It shall be the sole responsibility of the proposer to assure receipt of proposal at the City Purchasing Office prior to the published time for the proposal opening. No proposal will be accepted after closing time for receipt of proposals, or will any offers by telephone, fax or Internet E-mail be accepted.
4. **Proposal Bond:** None
5. **Mistakes:** Proposers are expected to examine the conditions, scope of work, proposal prices, extensions, and all instructions pertaining to the services involved. Failure to do so will be at the proposer's risk. Unit prices bid will govern in award.
6. **Determination of Award to be Based on Best Interest of City:** There is no obligation on the part of the City to award a contract to the lowest proposer and the City reserves the right to award a contract or to negotiate a contract with a responsible proposer submitting a responsive or best alternative proposal with a resulting negotiated contract which is most advantageous and in the best interest of the City. The City shall be the sole judge of the proposal and the resulting negotiated contract that is in its best interest and its decision be final.

7. **Rejection of Proposals:** The City of Duluth reserves the right to accept or reject any or all proposals, to award proposals on a split-order basis by item number, to waive any irregularities, technicalities, or informalities, and to re-advertise for proposals when deemed in the best interest of the City of Duluth.
8. **Tax:** The City of Duluth is exempt from all State and local sales tax.
9. **Licenses, Registration and Certificates:** Each proposer shall possess at the time of submitting its proposal all licenses, registrations and certificates necessary to engage in the business of contracting (or special contracting if the work to be performed necessitates a particular type of specialty contractor) in the City of Duluth. Proposer must also possess all licenses, registrations and certifications necessary to comply with federal, state and local laws and regulations.
10. **Permits and Taxes:** The proposer shall procure all permits, pay all charges, fees, and taxes, and give all notices necessary incidental to the due and lawful prosecution of the work.
11. **Public Records:** Any material submitted in response to the Request of Proposal will become a public document pursuant to Minnesota Statute. This includes material which the responding proposer might consider to be confidential or trade secret. Any claim of confidentiality is waived upon submission, effective after opening pursuant to Minnesota Statute.
12. **Termination of Convenience:** A contract may be terminated in whole or in part by the City at any time and for any reason in accordance with this clause whenever the City shall determine that such termination is in the best interest of the City. Any such termination shall be effected by the delivery to the contractor at least five (5) working days before the effective date of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. An equitable adjustment in the contract price shall be made for the completed service, but no amount shall be allowed for anticipated profit on unperformed services.

ANY AND ALL SPECIAL CONDITIONS AND SPECIFICATIONS ATTACHED HERETO WHICH VARY FROM THESE GENERAL CONDITIONS SHALL HAVE PRECEDENCE.
--

**52.209-5 FAR Certification Regarding Debarment, Suspension,
Proposed Debarment, and Other Responsibility Matters**

1. The Offeror certifies, to the best of its knowledge and belief, that the Offeror and /or any of its Principals:
 - A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.
 - B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and
 - C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.
2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.
 - A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of subsidiary, division, or business segment, and similar positions).
 - B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
 - C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror not responsible.
 - D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

- E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debarbs Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of \$25,000 with the Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.
2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed \$25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.
3. A corporate officer or a designee of the contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:
 - A. The name of the subcontractor.
 - B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.
 - C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.
 - D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Company Name

Authorized Signature

Printed Name

EXHIBIT A

DISASTER MANAGEMENT CONSULTANT POTENTIAL RESPONSIBILITIES

FEMA recovery

1. Act as a liaison between City of Duluth and FEMA.
2. Preparing Project Worksheets in FEMA acceptable format.
3. Attend meetings with the City, Federal agencies, and State agencies to negotiate and represent Project Worksheets and the obligation of eligible amounts.
4. Development of accounting and database systems.
5. Determine eligibility and categorization of projects.
6. Development of funding plan to support City's rebuilding.
7. Claim preparation and consulting services to help City secure FEMA reimbursements.
8. Maximizing hazard mitigation opportunities.
9. Reconciling FEMA and insurance recovery.
10. Establishing guidelines for reimbursement and audit compliance.
11. Project management services.
12. Review contracts and purchasing documentation to ensure cost recovery.
13. Grant Application/Administration Services.
14. Damage site surveying (photography, GPS, condition reports, cost estimation, etc.).
15. Project formulation assistance.
16. Small/large project formulation and scoping.
17. Alternate/improved projects Section 406 mitigation consultation.
18. Project worksheet (PW) development/review.
19. Funding disbursement/management.
20. FEMA Emergency Management Mission Integrated Environment (EMMIE) monitoring/support.
21. Direct administrative cost (DAC) support.
22. Procurement assistance.
23. Expenditure review/approval and reconciliation.
24. Project/program management.
25. Interim project inspections.
26. Final inspections.
27. Regulatory audit assistance.

EXHIBIT A

DISASTER MANAGEMENT CONSULTANT POTENTIAL RESPONSIBILITIES

FEMA recovery

28. Work with officials to resolve disputes with FEMA, including preparation of appeals to FEMA.
29. Section 404 (Clean Water Act) mitigation consultation.
30. Progress reporting as required.
31. Reporting of funds.
32. Coordinate environmental review process as needed.

Other Tasks

1. Act as City liaison/coordinator with all Federal, State, and other regulatory agencies including but not limited to US Army Corps of Engineers, EPA, Department of Transportation, Department of Natural Resources, Historic Preservation Office and Pollution Control Agency, Soil & Water Conservation, Department of Public Safety.
2. Manage State Legislative money and grant funds.
3. Pursue/Manage State Historic Preservation Office funds.
4. Small Business Administration (SBA) grant coordination and administration.
5. Develop and implement strategies designated to maximize federal and state assistance.
6. Prepare draft correspondence to local, Federal and State officials as necessary.
7. Insurance Recovery Tasks, as needed and directed including:
 - Integrating insurance claims with FEMA recovery.
 - Analyzing detailed operational and accounting records and developing financial models to assess the business interruption claim.
8. Manage/Administer the relocation assistance under the Uniform Relocation Act.
9. Community Development Block Grant - Grant Administration Services and Project Delivery Services as needed.
10. Analysis of Unmet Needs for homeowners and small business.
11. Identify and pursue other funding opportunities as available and applicable.
12. Administer all grant funds and progress reporting as directed.
13. Administer Debris Removal Monitoring Services.
14. Oversee construction management for rebuilding infrastructure and facilities as directed.

Other Tasks

15. Coordinate contractor negotiations as directed.
16. Coordinate and prepare repair cost estimations as directed.
17. Coordinate and implement environmental protocols.
18. Develop communication plans and correspondence as directed.
19. Present periodic updates to City staff and elected officials as directed

Sue Wegener - Re: Addendum #1: City of Duluth, MN Request for Proposal - Disaster Management Consultant

From: Sue Wegener
To: Wegener, Sue
Date: 7/18/2012 12:06 PM
Subject: Re: Addendum #1: City of Duluth, MN Request for Proposal - Disaster Management Consultant
CC: Spehar, Peggy

ADDENDUM #1

The City of Duluth received the following questions in response to the RFP sent on Monday, July 16th. Please see the City's response to the questions below:

1. On Page 6 of the RFP under Section Price Proposal – It is our experience working with FEMA that they pay Fees for this type of service based on percentages as each of the Project Worksheets get established. It would be difficult to calculate the total Fee required for the project without all of the Project Worksheets and Scopes of Work for each specific project. Would you like to see a total Fee per month that we estimate would be required? Or are you looking for a total Lump Sum Estimate for the entire Management Service?

City of Duluth Response: Please submit your fee based on a percentage of Project Cost.

2. On Page 9 of the RFP under Item No. 9 it talks about acquiring specific Licenses and Certificates. We are not aware of any special certificate or license that is required for this Management Scope of Work, does this seem correct?

City of Duluth Response: This is a standard requirement of the City that all vendors must have current applicable licenses necessary to perform the services. For example: to the extent that FEMA or any other agency require a special license or certificate, the consultant would need to hold those licenses. The City requires an insurance certificate evidencing the required insurance and naming the City of Duluth as an additional insured.

Sue Wegener
Contract Management & Compliance Administrator
Room 107 City Hall
411 W First St
Duluth, MN 55802
(218) 730-5046
>>> Sue Wegener 7/16/2012 1:54 PM >>>

The City of Duluth is accepting sealed Proposals from qualified organizations interested in administering the City's disaster recovery process.

Please see the attached Request for Proposal.

Sue Wegener
Contract Management & Compliance Administrator
Room 107 City Hall
411 W First St
Duluth, MN 55802
(218) 730-5046

EXHIBIT B
CONSULTANT'S PROPOSAL



ADJUSTERS INTERNATIONAL

Corporate Office
126 Business Park Drive
Utica, New York 13502
1-800-382-2468
Outside the U.S.: (315)-797-3035
Fax: (315)-797-1090

July 24, 2012

Dennis Sears
Purchasing Agent
City of Duluth Purchasing Office
Room 100 City Hall
Duluth, MN 55802

Dear Mr. Sears:

Adjusters International (AI) appreciates the opportunity to present our proposal in response to Request for Proposal 12-18DS for Disaster Management Consultant Services to provide the City of Duluth (City) with professional services to fulfill the City's response and recovery duties related to the June 21-22, 2012, flooding.

We have extensive experience providing precisely the requested services and current working knowledge of flood-related disasters, both throughout the nation and in Minnesota itself. Our team has been instrumental in supporting the recovery efforts of Steele County, Minnesota, since the 2010 floods. We are also on emergency standby contract with the City of St Paul, Minnesota, to provide disaster recovery services as needed. In addition, we have recently supported clients in the Midwest such as the Minot Park District in North Dakota following the 2011 floods; and Linn County, the City of Cedar Rapids, and the Cedar Rapids Community School District in Iowa following the 2008 floods.

AI has offered insurance adjusting and FEMA consulting (our Total Solution[®]) together for more than 16 years. The significance of our understanding of each area of expertise – insurance and the FEMA Public Assistance program and how each work together and complement each other – is a major difference between AI and all other competitors.

One of Adjusters International's core competencies is financial recovery from the FEMA Public Assistance program. Our expertise in the FEMA Public Assistance program is well established, and the strength of our references will attest to this. As demonstrated in the following proposal, we are highly knowledgeable of FEMA statutes, regulations, guidelines, cost codes, project worksheets, and operating policies and have applied our expertise time and again to assist applicants to achieve a fuller, more efficient recovery. Our team is particularly knowledgeable regarding flood-related issues, regulations and programs. We track our efforts using proper documentation and recordkeeping processes – with the goal of not only obtaining, but *retaining* the funding to which they are eligible under the FEMA Public Assistance program and other funding sources, including but not limited to FEMA/State hazard mitigation programs, FWHA, and HUD's Community Development Block Grant (CDBG) program.

We maintain a team consisting of trained and experienced planning, response, recovery and mitigation staff and a seasoned management team to coordinate and oversee their efforts. It is important to note that, as per the RFP requirements, all of our assigned team providing grant management consulting services are full-time employees of Adjusters International. We are confident of our capacity to fulfill current and projected workloads on behalf of the City.

Our management team includes top-level policy advisors and subject matter experts such as **John Agostino**, former Deputy Director for Administration for the State of New York responsible for overseeing Public Assistance, Hazard Mitigation and Individual Assistance programs for the State and its applicants and serving as the Governor's Authorized Representative for 57 declared disasters and

emergencies, including the 9-11 World Trade Center disaster; **Jeff Shaw**, nationally known FEMA policy specialist with nearly two decades of programmatic and consulting experience handling complex eligibility issues and providing sound guidance to executives and government officials, whose areas of expertise include proven dispute resolution skills, a strong record of successful appeals, and successful experience with the arbitration process; and **Peter Potemkin**, a risk management and insurance expert specializing in the public sector, who has more than 25 years' experience in the risk management and insurance industry and five years as a technical assistance contractor and insurance specialist for FEMA, including serving as Public Assistance Coordinator for the 9-11 World Trade Center disaster.

AI has proven time and again that the inclusion of our top management resumes in our response means that when that level of expertise is required to support the City, they are there. Our top management is hands-on, client responsive and always available when called upon.


While the main body of this proposal will focus on Adjusters International's ability to provide the core services requested in the RFP, our team stands ready to deliver a comprehensive solution to address the City's needs at any stage of the disaster life cycle, from mitigation and planning to disaster response and recovery.

We will communicate and work closely with the City at each step of the engagement to ensure that we are meeting the City's time and budget requirements, responding promptly and effectively as these requirements change over time.

Adjusters International has focused on post-disaster recovery as its core competency for more than 27 years. Other vendors now offer FEMA grant management services as offshoots of their main business (for example, debris management or engineering), but no other company comes close to rivaling AI's dedication to staying at the forefront of recovery issues specifically related to FEMA and other funding sources. This focus is another major difference between AI and all other competitors.

We look forward to the opportunity to support the City of Duluth. Please do not hesitate to contact me if you have any questions or wish to further discuss our qualifications and proposal.

Sincerely,



John Marini
Chief Operating Officer
Vice President

Cover Page & Main Contact Information

Proposal in Response to
RFP 12-18DS for Disaster Management Consultant Services

Submitted by
Adjusters International

Address:
126 Business Park Drive
Utica, NY 13502

Phone:
800-382-2468
315-797-3035

Contact Person:
John Marini
Chief Operating Officer & Vice President
315-415-2963 cell
jmarini@adjustersinternational.com

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 Required Forms

 True North Emergency Management Company Profile

Annual Report – Proprietary & Confidential

(Provided in a Separate, Sealed Envelope)

Firm Background & Experience

Our leadership position within the field of post-disaster financial recovery arises from our company's founding 27 years ago as the nation's premier public adjusting organization, guiding clients to maximize and expedite their property insurance claim settlements. Our reputation for strategic thinking and effective management of the total financial recovery process has gained us experience on some of the most challenging and high-profile losses of the past quarter century. Our insurance expertise has allowed us to work on behalf of clients such as the **Government of Kuwait**, assembling and documenting their United Nation's War Reparation claims; the **Port Authority of New York and New Jersey** (owners of the World Trade Center) following the bombing of the World Trade Center in 1993, and the **Governor of Oklahoma** after the bombing of the Murrah Federal Building to quantify and document all related damages to the City. In addition, we were retained by the **State of Louisiana** following the Deepwater Horizon BP Oil Spill to assist the State in taking a proactive role in supporting its citizens, industries and local governments work through the GCCF claims process. For each of these high-profile and highly political events, we have provided our clients with sound guidance and hands-on support.

On this foundation of excellence and client advocacy, we have built our reputation over the last 16 years in the area of the FEMA Public Assistance program. Our initial introduction to the FEMA grant process occurred when we were hired by the City of Harrisburg, Pennsylvania, to guide the city through their FEMA Public Assistance grant program for a flood disaster. Since that time, our client base of FEMA grant applicants has grown to include high-profile names, such as the **Port Authority of New York and New Jersey**, whom we again guided through their recovery following the 9-11 Terrorist Attacks, this time assisting with their FEMA Public Assistance grant application. The **City of New Orleans** turned to Adjusters International in August 2006 to untangle their FEMA and insurance recovery issues following Hurricane Katrina; the **City of Cedar Rapids, Linn County**, and **Cedar Rapids Community School District** in Iowa requested our assistance in guiding them through their recoveries from the June 2008 Midwest floods; several clients in the Gulf Coast rehired Adjusters International as a result of hurricanes Gustav and Ike following successful Katrina and Rita recoveries; and more recently, **Steele County, Wadena County**, and **Owatonna Public Utilities in Minnesota** hired us to assist them through their September 2010 flood recoveries. The **Minot Park District** in North Dakota and **Orange County** in New York also turned to Adjusters International to provide FEMA Grant Management Services in response to damages following their respective 2011 flooding events.

We have assisted with recoveries that required extreme flexibility, technical expertise, and the ability to mobilize quickly. We responded to 16 disasters in seven years for **New York State** and are under contract to provide dedicated FEMA Public Assistance support staff to the states of **Alaska, Massachusetts, Montana, Rhode Island** and **South Carolina**. We also enjoy long-standing emergency standby relationships with the **Houston Independent School District** (since 2004), as well as more recent standby agreements with the **City of St Paul, Minnesota; Dallas Independent School District, Jefferson County**, and **The Cooperative Purchasing Network** (based out of Houston) in **Texas; Lee, Pinellas**, and **Martin counties**, the **Village of Key Biscayne, City of Gulf Breeze, City of Sanibel, Village of Islamorada**, and **University of Miami** in **Florida; Chatham County, Georgia**; and the **City of Palm Desert, California**.

In addition, we have assisted numerous other clients following Hurricanes Katrina, Wilma, Rita, Dolly, Gustav and Ike, including the **City of Slidell (Louisiana); New Orleans Sewerage and Water Board; Hancock, Jackson, and Harrison counties (Mississippi)**; the port authorities of **New Orleans, Pascagoula, Port Arthur, Port Freeport** and **Gulfport**; the **Mississippi State Coliseum**; and numerous other cities, hospitals, and universities.

Our FEMA Public Assistance team comprises licensed engineers, project managers, tribal liaisons, and specialists in specific disaster-related disciplines such as debris management, roads, bridges, dams,

tunnels, water treatment and potable water distribution systems, utilities, building and contents valuations, environmental issues, and codes compliance.

Our company is distinguished by many positive attributes, among them the low turnover of our staff. Our staff has been regularly engaged on small and large projects throughout the country since 1996, and the team proposed to the City has worked together in various capacities. This combined with our team-based management approach, which includes weekly conference calls among our entire full-time consulting staff, mean that the majority of team members included in this proposal have been working together successfully, both in person and virtually, for years. This management approach also means that beyond the resumes included in this proposal, there lies a deep reservoir of talent and experience available to the City to address any challenge that may arise with its recovery.

In short, we are confident in our ability to respond to the needs of the City, providing the expertise to deliver executive-level consulting and strategic planning services and guide the City to maximize and expedite its financial recovery from the FEMA Public Assistance program, hazard mitigation assistance programs, insurance, and other available funding sources.

Financial Statement

We are a fiscally conservative, privately owned corporation with the reserves and lines of credit necessary to support the delivery of the services outlined within this proposal. An annual report is included with this proposal, as required by the RFP. Please note that this information is considered proprietary and confidential, and as such has been provided in a separate, sealed envelope.

We are properly insured, carrying policies including, but not limited to, general liability, property, casualty, business interruption, workers compensation and unemployment compensation in appropriate amounts. Certificates of insurance have been included with this proposal (please see Attachments).

Previous Experience with Similar Projects (w/References)

Our combined team has been providing clients across the nation with expertise and assistance in the disaster recovery process for decades, including our specialized recovery assessment after the terrorist attacks of September 11, 2001, the Oklahoma City Bombing, and the many local governments that have turned to us for guidance with their preparation, response and recovery operations since 1996.

Five References for Projects within Past Five Years

Steele County, Minnesota, 2010 Floods November 2010 – Present

Anita Benson
County Engineer
635 Florence Avenue
Owatonna, MN 55060
507-444-7671
anita.benson@co.steele.mn.us

Tom Shea
County Administrator
630 Florence Ave
Owatonna, MN 55060
507-444-7431
tom.shea@co.steele.mn.us

Contract Amount: \$195,535

Adjusters International was engaged to provide FEMA Grant Management Services for Steele County in response to an anticipated \$5 million in damages following record flooding as a result of severe storms from September 22 through October 14, 2010.

AI staff met with various department directors to review the extent of their flood-related damages, and to coordinate and strategize their Public Assistance recovery efforts. We assisted the County in structuring a management plan that coordinated the efforts of County staff, FEMA and MNHSEM. A critical timeline was developed by our staff that encompassed all the County's projects that were a direct result of the flood. This timeline was used as a benchmark to strategize the County's recovery efforts and allowed them to plan how they wanted to move forward with their rebuilding projects. The AI team identified and was successful in submitting Public Assistance grant applications for reimbursement for various departmental flood response efforts that had been previously overlooked in past disasters.

The Steele County Highway Department incurred the heaviest losses from the flood. In addition to extensive damages to the County road system, the most significant of these damages was sustained by their Highway Operations Complex, which is comprised of five buildings that were inundated with four to six feet of contaminated floodwater. Losses associated with this facility included upwards of half a million dollars' worth of contents and equipment and over \$2 million of structural damage to the complex. Currently AI is actively pursuing total replacement and/or relocation of the complex out of the existing flood zone where it is located.

Minot Park District, North Dakota, 2011 Floods August 2011 – Present

Ron Merritt
Executive Director
420 3rd Avenue SW
Minot, ND 58701
701-857-4136
ronrpz@srt.com

Contract Amount: \$837,399

Adjusters International was engaged to provide FEMA Grant Management Services to the Minot Parks District in response to an anticipated \$50 million in damages following flooding of the Souris River from February through July of 2011.

AI staff met with various department directors to review the extent of flood-related damages and coordinate and strategize eligible funding sources, as well as obtaining Section 404 and 406 hazard mitigation funding.

Severe damage occurred at multiple locations on park properties, including the Roosevelt Park Zoo, Souris Valley Golf Course, Corbett Field Baseball Park, Oak Park, and the horticultural greenhouses built to house special species of plant. Several of these will require particular attention to FEMA policies related to special considerations such as historical, floodplain and insurance issues, as well as the grant and project management knowledge required to successfully carry out relocation projects with an eye to compliance with FEMA regulations. Throughout the park properties, several miles of walking paths were destroyed. The MAYSA Arena, a park facility in higher ground, was also used for sheltering and storage.

AI assisted the Parks District to procure licensed architectural and engineering firms to estimate the damages to their major facilities and accurately assess flood-related damages. AI assisted in identifying Park District owned facilities that may have been initially overlooked and are possibly eligible for funding. Due to the extensive flooding in Parks property, several facilities were still underwater when initial assessments were initiated.

The AI team developed and presented a report of our findings, which included strategies to consider for prominent issues concerning the Public Assistance process, a "Next Steps" agenda for proceeding with the PA process, guidance for project formulation, a proposed filing system, and direct administrative costs clarification.

Linn County, Iowa, 2008 Floods June 2008 – Present

Steve Estenson

Risk Manager
Administrative Office Building
930 First Street Southwest
Cedar Rapids, IA 52404-2161
319-892-5207
Steve.Estenson@linncounty.org

Linda Langston

County Supervisor
Linn County Administrative Office Building
930 First Street SW
Cedar Rapids, IA 52404
319-892-5000
linda.langston@linncounty.org

Contract Amount: \$905,517

Following the record floods of June 2008, Linn County suffered damages to their infrastructure in the estimated amount of \$60M. One of the facilities damaged was the Options Building, a sheltered workshop for people with mental and physical disabilities. The facility occupied an entire city block within Cedar Rapids that was located in the 100-year and 500-year flood zones. AI, working with the architectural and engineering firm, demonstrated to FEMA that the building exceeded the 50% repair vs. replacement rule. The building was declared a replacement at a cost of \$7.3M vs. the repair estimate of \$4M.

We then applied to the Regional Administrator to have the building removed from the 100-year flood zone. We were able to demonstrate that the building could not be rebuilt in its original location without major costs being incurred to meet NFIP and ADA requirements. The building was approved for

relocation out of the flood zone and an additional \$2M was made eligible for land acquisition and ancillary facilities.

Linn County also decided to relocate its Linn County Community Services administrative staff, previously located in the flood damaged Witwer Building, to the new Options facility. We were successful in obtaining improved project status for the Options Building and relocated improved project status for the functions being relocated from the Witwer Building. This allowed the County to make full use of the \$1.16M allocated for the Witwer Building repair.

Courthouse and Jail:

Following the record floods of June 2008, Linn County suffered damages to their infrastructure in the estimated amount of \$60M. Two of the facilities damaged were the Linn County Courthouse and Linn County Correctional Center. Both of these facilities are located on May Island, which is in the 100-year flood zone or Special Flood Hazard Area (SFHA). Facilities owned by government entities and located within the SFHA are required to carry the maximum amount of flood insurance available. This is \$500K for commercial buildings and \$500K for contents. Not having flood insurance in these amounts automatically reduces the obligated funding by those amounts. The Courthouse and Jail both had their obligated funding reduced because neither had flood insurance.

With AI's guidance and the help of engineers, our team had these facilities surveyed to check if their ground floors were above the base flood elevation levels. Buildings that exceed the base flood elevation levels by a foot or more are not located in the SFHA. Both buildings were above the required amount. A Retroactive Letter of Map Amendment was submitted and approved to remove these buildings from the SFHA. The \$500k for building and contents was re-instated, representing a \$2 million value to the County.

**Cedar Rapids Community School District, Iowa, 2008 Floods
June 2008 – Present**

Steve Graham

Executive Director - Business Services
Cedar Rapids Community School District
907 15th Street SW, Cedar Rapids, IA 52404
319-558-1237
sgraham@cr.k12.ia.us

Contract Amount: \$1.7 million

The AI team was engaged to assist Cedar Rapids Community School District to document and streamline their FEMA recovery, anticipated to exceed \$25 million, following the record-setting floods of June 2008. The School District's claim was complicated by historical and floodplain considerations.

The floods left District office staff in search of temporary office facilities. The District was considering leasing a vacant retail store at an estimated out-of-pocket cost exceeding \$6 million dollars. When Adjusters International consultants arrived and learned of this plan, they applied their field experience to provide the District with a creative alternative. AI assisted the District to formulate a strategy to approach FEMA with the plan of using the U.S. Army Corps of Engineers (USACE) to develop and install temporary facilities on vacant school-owned property. The result of the actions taken by AI consultants was a value-added savings to the District of over \$6 million, not to mention the extended amount of time and work involved in FEMA PA grant paperwork and reimbursement requests that were avoided using this approach. The costs of the work performed by the USACE were a direct transaction between them and FEMA, resulting in no out-of-pocket cost to the school district.

AI consultants worked closely with School District decision makers and FEMA representatives to formulate plans to construct temporary school facilities in time to resume classes on the normal calendar. Our team also coordinated efforts to formulate an approach to developing scopes of work intended to relocate many of the district's critical facilities out of the floodplain, thus preventing potential future flood damages.

Orange County, New York, 2011 Floods
Public Assistance Consulting & Insurance Adjusting
December 2011 – Present

Walter C. Koury

Commissioner
Emergency Services Center
22 Wells Farm Road
Goshen, NY 10924
845-615-0565
wkoury@co.orange.ny.us

Mike Morris

Risk Manager
22 Wells Farm Road
Goshen, NY 10924
845-234-3206
mmorris@co.orange.ny.us

Contract Amount: \$390,011

Adjusters International was engaged by Orange County to provide insurance adjusting services for damages to facilities from Hurricane Irene which occurred in August 2011, followed by Tropical Storm Lee in September 2011. AI was also engaged to perform FEMA grant management services for the same two disasters to oversee the County's Public Assistance (PA) process for five buildings that incurred damages as a result of the storms. One Orange County building alone suffered damages estimated at over \$10 million. AI's role is to maximize both the County's insurance settlement within the contractual obligations of the insurance policy and their FEMA Public Assistance reimbursements through a coordinated effort.

AI's FEMA grant management role also included involvement in the County's PA process for all stages of recovery, including review of eligibility issues, developing justifications, assisting in damage inspections and damage estimates for presentation to FEMA and New York State. The preliminary estimates for damages incurred by Orange County are in excess of \$100 million from Hurricane Irene and Tropical Storm Lee. The current project worksheet (PW) count for the two disasters is in excess of 110, and damage assessments continue. Many of the damaged areas contain complex reconstruction and engineering issues, which have led the County to engage architectural & engineering firms to assist in those evaluations. Impacts to facilities include extensive building structural damage, dam repairs and large embankment erosions. With two disasters occurring consecutively and being simultaneously active, one of the major hurdles is the organization of County financial documentation for PW formulation to ensure strict compliance with FEMA standards and procedures. An organized approach from the beginning is assisting the County throughout the process, both by reducing the need for work to be resubmitted, as well as by allowing the County to efficiently fulfill closeout requests and requirements. AI has also been actively guiding the County in pursuing other sources of funding, specifically from the 404 Hazard Mitigation Grant Program.

FEMA Public Assistance Consulting Clients Adjusters International Team Has Supported Since 1996:

Applicants:

Aldine Independent School District, Texas
Associated Hospital Services, Louisiana
Audubon Nature Institute, Louisiana
City of Batesville, Arkansas
Baylor College of Medicine, Texas
City of Burlington, Iowa
Butte County, California
Caruthersville School District No 18, Missouri
City of Cedar Rapids, Iowa
Cedar Rapids Community School District, Iowa
City Park of New Orleans, Louisiana
City of Copperas Cove, Texas
Coryell County, Texas
City of Council Bluffs, Iowa
County Risk Sharing Authority, Ohio
City of DeBary, Florida
Derry Township Municipal Authority, Pennsylvania
City of Detroit, Michigan
City of Fort Collins, Colorado
City of Fort Myers, Florida
City of Fort Walton Beach, Florida
Government of the U.S.V.I.
Greenville Utility Commission, N. Carolina
City of Groves, Texas
Hancock County, Mississippi
Harbor Branch Oceanographic Institution, Florida
City of Harrisburg, Pennsylvania
Holy Cross Hospital, Florida
Houston Independent School District, Texas
Village of Islamorada, Florida
Jackson County, Mississippi
Jackson County Port Authority, Mississippi
Jackson Energy Authority, Tennessee
Jefferson County, Texas
Jefferson Parish, Louisiana
Knapp Medical Center, Texas
City of Lake Oswego, Oregon
Larimer County, Colorado
Lee County, Florida
Linn County, Iowa
City of Little Rock, Arkansas
Town of Maine, New York

City of Marble Falls, Texas
Maui County, Hawaii
Minot Park District, North Dakota
Monroe County, Florida
Monroe County School District, Florida
Monroe County Sheriff, Florida
Memorial Hermann Hospital System, Texas
Mississippi State Port Authority, Mississippi
City of Nashville, Tennessee
City of New Orleans, Louisiana
Onondaga County, New York
Orange County, New York
Owatonna Public Utilities, Minnesota
City of Pascagoula, Mississippi
Philadelphia Public Schools, Pennsylvania
Pitt County, N. Carolina
Port Arthur Independent School District, Texas
Port Arthur International Public Port, Texas
Port Authority of New Orleans, Louisiana
Port Authority of New York & New Jersey
City of Port Freeport, Texas
Port of Houston Authority, Texas
City of Port Isabel, Texas
Port of Portland, Oregon
Redland Christian Migrant Association, Florida
City of Reno, Nevada
Reno-Tahoe International Airport, Nevada
Rocky Mount Charter School, N. Carolina
City of Sanibel, Florida
Sabine-Neches Navigation District, Texas
Shinnecock Tribal Nation
City of Slidell, Louisiana
City of Sparks, Nevada
City of Syracuse, New York
St. Luke's Episcopal Hospital, Texas
Sewerage & Water Board of New Orleans, Louisiana
Steele County, Minnesota
Thermal Energy Corporation (TECO), Texas
Town of Union, New York
Union-Endicott Central School District, New York
University of Virgin Islands, U.S.V.I
Unkechaug Tribal Nation
Washoe County, Nevada
City of Waterbury Fire Department, Connecticut
Wadena County, Minnesota
Ward County, North Dakota

Waveland-Bay St. Louis School District, Mississippi
Wells Nursing Home, New York
City of Weslaco, Texas
City of Weslaco Independent School District, Texas
West Jefferson Medical Center, Louisiana

Alaska:

4050-DR-AK Severe Winter Storms and Flooding
4054-DR-AK Severe Storm
AK-236, AK-237 & AK-238 (State-Level Disaster Declarations)

New York State:

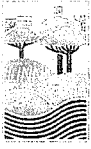
1534-DR-NY Severe Storms and Flooding
1564-DR-NY Severe Storms and Flooding
1565-DR-NY Tropical Depression Ivan
1589-DR-NY Severe Storms and Flooding
1650-DR-NY Severe Storms and Flooding
3268-EM-NY Snowstorm
1665-DR-NY Snow Emergency
1670-DR-NY Severe Storms and Flooding
3273-EM-NY Snow
1692-DR-NY Severe Storms and Inland and Coastal Flooding
1710-DR-NY Severe Storms and Flooding
3299-EM-NY Severe Winter Storm
1827-DR-NY Severe Winter Storm
1857-DR-NY Severe Storms and Flooding
1899-DR-NY Severe Storms and Flooding
3195-EM-NY Snow Emergency
1391-DR 9-11-01 September 11, 2001

Massachusetts:

1614-DR-MA Severe Storms and Flooding
1994-DR-MA Severe Storms and Tornadoes

Montana

FEMA/Risk Management Consulting



March 20, 2009

John Marini
Adjusters International
126 Business Park Drive
Utica, NY 13502

Dear John:

As you know, Linn County was devastated by flooding during the summer of 2008. With the assistance of Adjusters International, we are very confident in making a recovery that will truly demonstrate the strength and determination of our staff as well as the community. A very integral part in this recovery process has involved the exceptional work of Larry Travis.

With Larry's leadership and guidance, we at Linn County have a clearer understanding of what lies ahead of us as we continue our recovery. His dedication to educating our staff on the FEMA Public Assistance Program was remarkable. I feel very confident in relying on Larry's abilities, knowledge and understanding of the Stafford Act and the processes involved in disaster recovery.

Larry's efforts have undoubtedly maximized our recovery potential. A specific example of this was his drive to have architects and engineers prepare the damage cost estimate forms on our damaged buildings. By taking this approach, Linn County made long strides in having funding obligated in an expeditious manner. It was ideas and actions like this that were not only the benefit of Linn County, but fostered the great relationship he built with the FEMA and State representatives working on Linn County projects.

I look forward to our continued relationship with Adjusters International as we work to close out of this disaster. Working with Larry Travis has been a pleasant and fulfilling experience in a process that I can not imagine going through without his assistance.

Respectfully,

Steve Estenson
Linn County Risk Manager
Authorized Public Assistance Representative





Board of Supervisors
Linn County, Iowa

Lu Barron - District 1
Linda Langston - District 2
Ben Rogers - District 3
Brent Oleson - District 4
James M. Houser - District 5

Administrative Office Building
930 First Street Southwest
Cedar Rapids, Iowa 52404-2161

November 10, 2009

Mr. John W. Marini
Chief Operating Officer
Adjusters International
126 Business Park Drive
Utica, NY 13502

Dear Mr. Marini:

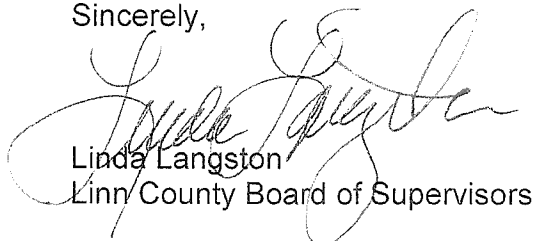
I wanted to take the opportunity to let you know how much Linn County has appreciated the outstanding work done on our behalf by Larry Travis and Jon Betrus of your office.

When the County was hit by flooding of historic proportions in June of 2008, the issues that confronted the Board of Supervisors were daunting. Foremost among them was the prospect of dealing with the detailed regulations and requirements governing FEMA claims, as 10 of Linn County's 14 public buildings sustained significant damage at an estimated monetary loss of over \$60 million.

As the Board of Supervisors tackled issues we had no real experience with, Larry's knowledge and familiarity with the process was invaluable. His expertise, professionalism and exceptional steadiness engendered tremendous confidence among both the Supervisors and management staff. Additionally, his continuing availability as we work through ongoing issues with FEMA remains an important part of our flood recovery. Jon's dedication to our efforts was likewise a huge source of motivation to our employees. Both Larry's and Jon's presence in our office contributed greatly to the optimistic and resilient spirit we have encouraged county-wide.

Although much remains to be done in our flood recovery efforts, Linn County is well on its way to being whole again. Larry's and Jon's work was absolutely essential in our getting to this point.

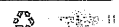
Sincerely,



Linda Langston
Linn County Board of Supervisors

www.linncounty.org

lu.barron@linncounty.org • linda.langston@linncounty.org • ben.rogers@linncounty.org
brent.oleson@linncounty.org • james.houser@linncounty.org
phone 319.892.5000 • fax 319.892.5009





March 8, 2010

To whom it may concern

I confirm that I have dealt with Adjusters International since 2007 when our city suffered a devastating flood during which we lost our water supply and several bridges and low water crossings. The infrastructure damage to our city was substantial.

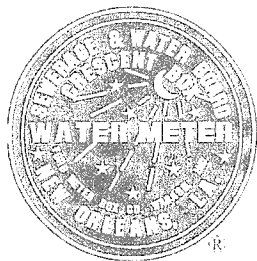
During the past three years Adjusters International has provided our city with excellent support in the areas of grant writing, mitigation, reporting, liaison assistance with both federal and state officials, and logistical support for reporting deadlines.

Their work has been a major factor in our recovery success, helping us to recover from that devastating flood and to deal with the often complex and difficult FEMA recovery process..

I can confidently recommend Adjusters International as a solid and reliable contractor, and experts in their field.

Yours faithfully,

Ralph Hendricks
City Manager
City of Marble Falls



"RE-BUILDING THE CITY'S WATER SYSTEMS FOR THE 21ST CENTURY"

Sewerage & Water Board OF NEW ORLEANS

C. RAY NAGIN, President
TOMMIE A. VASSEL, President Pro-Tem

625 ST. JOSEPH STREET
NEW ORLEANS, LA 70165 • 504-529-2837 OR

February 17, 2010

Jake Gruber
Senior Consultant/Project Manager
Adjusters International
126 Business Park Drive
Utica, New York 13502

Dear Mr. Gruber:

This letter is to express our sincerest and heart felt thanks for the all the work you and your firm have done on behalf of the Sewerage & Water Board of New Orleans in our efforts to recover from the devastating effects Hurricane Katrina had on our company and its assets as well as the entire City of New Orleans. Without your both professional and personal expertise in these kinds of matters of recovery that requires such a depth of experience and knowledge, our efforts would not have garnered such immediate success given the scope and complexity of so many of the issues we have had to deal with.

Again, thank you and your firm so much for your service to the Emergency Management Department and the entire Board. Your exceptional work and dedication to our cause is greatly appreciated and will never be forgotten.

Sincerely,

Jason Higginbotham, CEM, LEM
Director of Emergency Management
Sewerage and Water Board of New Orleans



The City of Slidell

P. O. Box 828 • Slidell, Louisiana 70459
Telephone (985) 646-4333
Fax (985) 646-4209

BEN O. MORRIS
MAYOR

May 12, 2009

Ron Cuccaro, CEO
Adjusters International
126 Business Park Drive
Utica, NY 13502

Dear Mr. Cuccaro,

On August 29, 2005 Hurricane Katrina made its landfall devastating the Gulf Coast States.

Nestled on the shores of Lake Pontchartrain and at the Southeastern corner of Louisiana, the City of Slidell stood directly at the path of Hurricane Katrina. As a result, the City of Slidell sustained a catastrophic hit from 176 MPH and a 17' storm surge that flooded 2/3 of the city. Slidell's devastations were biblical in their magnitude.

Slidell's extensive infrastructure damages included a destroyed drainage system, damaged and clogged sanitary sewer system and significant amounts of silt, vegetative debris, and household debris throughout the city.

In addition, Hurricane Katrina rendered all the City Government Buildings substantially damaged and not usable, requiring temporary trailers to replace the function of the affected buildings.

In-sum, Hurricane Katrina that made its mark on the record books as the most devastating disaster in the history of the United States made Slidell known as "The Forgotten City" and August 29, 2005 as "The Day of Destruction".

At the conclusion of an extensive search and rescue operation and at the onset of the recovery stage, the City of Slidell soon realized that FEMA's staff was resisting funding important recovery projects and elementary emergency measures such as the emergency drainage pumps that were desperately needed to drain Slidell's southern neighborhoods were denied by FEMA.

At that point, the City of Slidell decided in what later proved to be one of the most important decisions in Slidell's recovery, to hire Adjusters International to coordinate Slidell's Public Assistance recovery and represent Slidell in dealing with FEMA.

Adjusters International's team at the leadership of Jake Gruber immediately engaged FEMA and requested FEMA to fund the desperately needed temporary bypass pumps at the Schneider canal. FEMA's refusal to do so triggered a position paper by Adjusters International that was sent to FEMA's management and the State of Louisiana. The result of this letter was that within days of the dispatch of the letter, FEMA Project Officers showed up in Slidell with a Project Worksheet to fund the needed emergency bypass pumping. In addition, FEMA funded an A&E PW to identify all the damages to the drainage facility as was requested by Adjusters International and refused by FEMA previously.

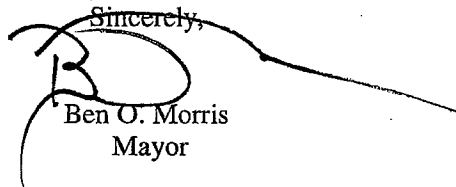
With many Project Worksheets encountering FEMA's consistent resistance for funding, Adjusters International's team successfully overcame FEMA's objections and obtained the needed PWs. Projects such as Slidell's Canal Debris Cleaning, Street Repairs, Drainage System Restoration, Sewer System Cleaning, Vehicles Replacement and Trees Removal received FEMA's approval only after Adjuster International's efforts that included extensive negotiations, position papers, and formal appeals.

Most notably was the battle to obtain funding for the replacement of Slidell's substantially damaged buildings according to the National Floodplain Insurance Program (NFIP) requirements. Jake Gruber's wealth of knowledge of the complex rules and regulations associated with the floodplain reconstruction forced FEMA to revise their position (and opposition) several times and eventually agree to fully fund all of Slidell's substantially damaged building replacements. This major achievement allowed Slidell to enter its final phase of the recovery from Hurricane Katrina and rebuild a newly elevated City Hall Complex, City Auditorium Building and a Senior Center Building.

I would like to acknowledge Jake Gruber's service to the City of Slidell. Aside to the obvious program knowledge and the professional skills that he possesses, in nearly four years of work as a key member of Slidell's recovery team, working together with Slidell's senior administration and city staff, Jake Gruber demonstrated exemplary commitment and devotion to Slidell's recovery. His passion and energy for Slidell's recovery will always be remembered and appreciated not only the ultimate professional, but as a friend

The City of Slidell credits Jake Gruber and Adjusters International to be an integral part of Slidell's emergence as better and stronger then ever and I strongly recommend to any community affected by a disaster to obtain Adjusters International's services.

I am available to further discuss and endorse Adjusters International's services by calling my office at 895-646-4334.

Sincerely,

Ben O. Morris
Mayor



BOARD OF SUPERVISORS Jackson County, Mississippi

Alan K. Sudduth, County Administrator
Post Office Box 998
Pascagoula, MS 39568-0998

(228) 769-3089 • Fax (228) 769-3348
alan_sudduth@co.jackson.ms.us
www.co.jackson.ms.us

December 8, 2010

Ms. Judy Wolf
National Business Development Manager
Adjusters International
126 Business Park Drive
Utica, NY 13502

Re: Disaster Recovery Services

Dear Judy:

On August 29, 2005, our County, Jackson County, Mississippi, was devastated by the worst national disaster in U.S. history - Hurricane Katrina. Our county and city leaders were faced with many challenges. With limited to no resources, our local officials and employees strived to provide basic needs and fundamental governmental services for our residents. In addition, the County struggled to address insurance issues and the Public Assistance program under the Federal Emergency Management Agency (FEMA).

Months after the storm passed, the County was still faced with tremendous burdens related to insurance coverage issues and FEMA and MEMA eligibility issues. Jackson County hired Adjusters International to provide professional services for disaster assistance, remediation, restoration and recovery efforts.

Our Adjusters International team was Ron Simmons, Robert Berquist and Joe Affronte. Their expertise with governmental regulations, the complex FEMA process and insurance adjustments resulted in our successful claim for over \$2 million in additional FEMA Public Assistance funding specifically; in our successful negotiations with our insurance carrier; and in numerous other increases in the values FEMA and MEMA initially designated for County projects. Jackson County will always be mindful of the help we received from Adjusters International when we needed it most.

Sincerely,

Alan K. Sudduth
County Administrator

AKS:enf

CARY ERICKSON
HUMAN RESOURCES DIRECTOR
(409) 839-2391
(409) 727-2191, Ext. 2391



JEFFERSON COUNTY COURTHOUSE
1225 PEARL STREET
BEAUMONT, TEXAS 77701
E-mail hrdept@co.jefferson.tx.us

October 2, 2006

Mr. Brian Revere
Director of Operations
Adjusters International
17130 N Dallas Pkwy, Ste 210
Dallas, TX 75248

Dear Brian,

I wanted to send a letter to express how grateful we are for the professional services your company provided to Jefferson County in the aftermath of Hurricane Rita.

The devastation inflicted by this "forgotten hurricane" was enormous. We had initially thought we would be able to assess the damage and work with FEMA and our insurance carrier's adjusters by ourselves. It quickly became evident that we were going to need help. We realized we did not have the personnel, time or expertise it was going to take to deal with complex governmental regulations and equally complex insurance and adjusting issues, especially when it was taking all the resources we had just to get essential county services up and running again.

AI really came to the rescue. You delivered what you promised, and that counts for everything down here in South East Texas. Mike Maiellano on the FEMA side and Dave Hann and Slaten Bickford on the insurance side really came through for us. Their expertise and guidance was invaluable, and I am sure we would not have received as much insurance or FEMA money without their help.

With any luck, we will never need your services again. However, should another disaster strike, AI will be our first call.

Sincerely,

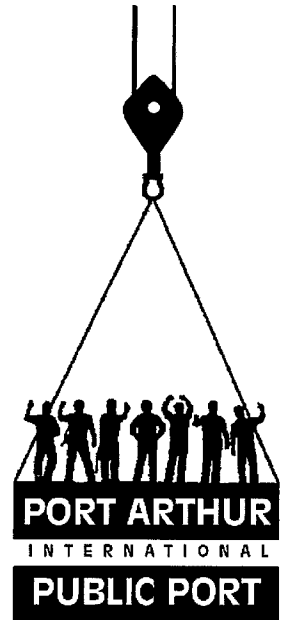
A handwritten signature in cursive script that reads "Cary Erickson".

Cary Erickson, SPHR
Director of Human Resources and Risk Management
Jefferson County, Texas

February 16, 2007

Adjusters International
Attn.: Mr. Brian Revere
17130 N. Dallas Parkway
Suite 210
Dallas, TX 75248

RE: The Port of Port Arthur, Port Arthur, TX
Hurricane Rita insurance claim



Dear Mr. Revere:

I want to thank you, Slaten Bickford and Dave Hann for your outstanding and professional handling of our insurance claim resulting from Hurricane Rita.

Your team's expertise, experience, hard work and willingness to continue fighting when things looked bleak allowed us to recover the fair and equitable insurance settlement we were entitled to as a result of the devastation we suffered during Hurricane Rita. If it wasn't for your firm's outstanding services I am not sure what the outcome of our claim would have been, but from the behavior displayed by our insurance company I am certain it would not have been good for the port.

You can be sure that you will be our first phone call if we are ever faced with another property insurance claim. We view this as a business relationship, not a one-time thing. I would gladly recommend you and Adjusters International to anyone who finds themselves facing the difficulties of a large property claim.

Sincerely,

Floyd Gaspard
Executive Port Director, Port of Port Arthur, Texas

FJG/sam



Mississippi Coast Coliseum & Convention Center

P.O. Box 4676

2350 Beach Boulevard

Biloxi, Mississippi 39535

Phone: 228-594-3700

Fax: 228-594-3812

August 31, 2006

Bill Koehler
ADJUSTERS INTERNATIONAL
1044 Osage Avenue
Kansas City, KS 66105

RE: Insurance settlement – Hurricane Katrina Damages
Mississippi Coast Coliseum & Convention Center, Biloxi, MS

Dear Bill:

I'd like to thank you and your team of Pat Bickford and Brian Revere for the excellent services rendered in the insurance settlement for damages incurred during Hurricane Katrina. Not many, if any, insured on the Mississippi Coast can say "we received payment for 100% of our insurance coverage" as we did!!

Bill, your calm, reserved manner led the insurance company adjuster from a very early negative position, to a friendly settlement of payment in full. You routinely met with our Board of Commissioners keeping them apprised of the negotiations and explained all your dealings with the insurance company until final settlement.

It was a fact; the facility was hit with the full force of Katrina's winds and a storm surge of 25 feet, resulting in five foot throughout the facility. Your professional experience and knowledge of buildings, building operation and insurance is what it took to recover our full limits of the policy. An accomplishment the Commission and I never expected and are truly grateful.

If you ever need us for a reference please do not hesitate to call I am, in fact, so pleased with what you did for us that I'd like your permission to recommend your services as I travel and speak at conventions and meetings and describe our damages and recovery, as you are truly a large part of that recovery. I can attest that if anyone suffers such devastation they should begin with you and your team.

Sincerely,



William F. Holmes
Executive Director

WFH/vh



Monroe County Office of Management
& Budget



BOARD OF COUNTY COMMISSIONERS

Mayor Mario DiGennaro, District 4
Mayor Pro Tem Gene M. Sechar, District 1
George Neugeb, District 2
Charles "Sonny" McCoy, District 3
Sylvia J. Murphy, District 5

January 30, 2007

Mr. James Siciliano
Deputy Director/Operations Manager,
Disaster Recovery Consulting
Adjusters International
126 Business Park Drive
Utica, NY 13502



Dear Mr. Siciliano:

While we are still recovering from the devastation of Hurricane WILMA, we wanted to express how grateful the County is for the professional services of Adjusters International after the unprecedented hurricane season of 2005-2006. While the County suffered from Dennis, Rita, and Katrina, and your company was there to assist us with effective and coordinated efforts in seeking financial relief from both the State of Florida, and the Federal Government, Hurricane WILMA was a storm that caused damage and destruction to the Florida Keys not seen in almost a century.

We are happy to provide this letter on behalf of Monroe County in support of the professional disaster recovery services provided by you and your team. Adjusters International really came to the rescue of Monroe County after hurricane WILMA, when it was quite clear that we did not have the personnel or expertise to deal with or answer the questions that arose after the storm. I was especially thankful for your knowledge of how the County could provide, and be reimbursed for \$1.0 million of temporary housing for essential employees after most of these employees' homes were completely flooded.

Your knowledge of the complex governmental regulations and equally complex insurance and adjusting issues really helped the County maximize the public assistance that was available after all of these disasters. You delivered what you promised and we are confident in your ability and the ability of your firm to provide these services fully on a technical and professional level, yet be able to translate in a clear and concise manner the intricate and sometimes subjective FEMA regulations which we could not have done without you.

Without hesitation we would recommend you and your firm to anyone that is faced with the processing of large and complex disaster loss claims. While we hope that we are not faced with the need of your services again, we are confident that Adjusters International would be our first choice.

Sincerely,

Salvatore R. Zappulla
Division Director
Monroe County Budget and Finance



BOARD OF COUNTY COMMISSIONERS

Mayor Charles "Sonny" McCoy, District 3
Mayor Pro Tem Mario Di Gennaro, District 4
Dixie M. Spehar, District 1
George Neugent, District 2
Sylvia J. Murphy, District 5

Monroe County Risk Management
1100 Simonton Street
Key West, FL 33040
(305)295-3178 Voice
(305)295-3179 Fax



November 16, 2007

Mr. Pasquale Cuccaro
Goodman-Gable-Gould/Adjusters International
6767 N Wickham Road
Suite 501
Melbourne, FL 32940

Dear Mr. Cuccaro:

On behalf of Monroe County's Risk Management we would like to express our appreciation for all of your support with our claims and recovery resulting from the hurricane seasons of 2004 and 2005.

As you are aware, there were several locations effected which include Key West and Marathon Airports including runways, airplane hangars and the surrounding areas. Thanks to your involvement, we managed to recover for all of our damages. You and your company have made a tremendous difference and we would like to thank you for all of the support during a most difficult time.

Please feel free to use Monroe County as a reference towards future clients.

Sincerely,

Monroe County
Risk Administrator



City of Fort Myers, Florida

Financial Services Administration

P. O. DRAWER 2217
FORT MYERS, FLORIDA 33902-2217
(239) 332-6754

April 3, 2006

Mr. Russell Porter, Senior Consultant
Adjusters International, Incorporated
126 Business Park Drive
Utica, New York 13503

Dear Russ:

This letter of support is indeed a pleasure to write on behalf of Adjusters International, Incorporated. The exceptional service you and the staff provided was invaluable during our loss recovery efforts.

The City of Fort Myers incurred an enormous amount of wind and flooding damage during the summer of 2004, especially during Hurricane Charley. We retained your services to assist us in the Public Assistance grant application process and the Hazard Mitigation Grant Program with FEMA and the State of Florida. This turned out to be one of the most sensible decisions we made. Adjusters International made a very onerous situation much more bearable. Without your training, assistance and recommendations, we would have been significantly short of the \$6.7 million reimbursement that we received from FEMA, FHWA, NRCS and our insurance carrier. The experience and knowledge that you provided us was invaluable.

Without hesitation, we would be delighted to recommend your services to anyone whom faces the task of processing large, complicated grant applications to the federal government. Your systematic approach and attention to detail allowed the City of Fort Myers to obtain our maximum eligible reimbursement.

We thoroughly enjoyed working with you and we wish you future success.

Sincerely,

Jeff Green
Director, Financial Services

Judy Hartwell
Special Projects Accountant



(239) 335-2810

BOARD OF COUNTY COMMISSIONERS

Winter's Direct Dial Number _____

Bob Jones
District One

September 19, 2005

Douglas R. St. Germy
District Two

Mr. Robert Farnum
Sr. Consultant – Disaster Recovery Services
Adjusters International
126 Business Park Drive
Utica, NY 13503

Ray Jucali
District Three

Tammy Hall
District Four

John E. Allen
District Five

Dear Bob:

Donald D. Stilwell
County Manager

We are very pleased to provide this letter in support of the professional disaster recovery services provided to Lee County by you and your team. We would gladly respond to other potential clients should they desire additional information regarding disaster recovery services available from Adjusters International.

David M. Owen
County Attorney

Diana M. Parker
County Hearing Examiner

The 2004 Hurricane season was a difficult one for Lee County in Southwest Florida. We were fortunate, indeed, to have retained your firm to process FEMA claims following Hurricane Charley. Especially effective was the coordinated approach you used in seeking financial relief from separate sources such as FEMA, FHWA, NRCS and insurance. Teaming with our Risk Management and Grants Management staff, the "Loss Management Program" you developed provided a comprehensive approach to quantifying, documenting, and managing over \$35 million in disaster related expenses.

The hardships encountered while processing requests for assistance under FEMA's Public Assistance Program were simply unimaginable. Without the persistent and unwavering commitment to detail and quality exhibited by your firm, we could not have completed the nearly \$25 million in FEMA requests and the \$2.1 million in FHWA reimbursements processed to date. The knowledge base needed to deal with FEMA regulations is mind-boggling. It was obvious you and your team are very much up to speed with these regulations, procedures and processes.

Without hesitation, we would recommend you and your firm to anyone faced with the task of processing large and/or complex loss claims in a disaster environment. Your firm's ability to bring together the right team of professionals at the right time resulted in the creation of a superior product. Your thoroughness, knowledge, attention to detail, and logical approach provided us with the assurance that we would obtain the maximum reimbursement from all eligible sources. And on a more personal note, we have sincerely enjoyed working with you during this period. We wish you continued success in the future.

Very Sincerely,

Tony Majul
Budget Director

Wayne Fiyalko
Risk Manager

Sue Lange
Budget Services Manager

Roger Good
Grants Manager



**BAYLOR
COLLEGE OF
MEDICINE**

Cyndi M. Baily
Deputy General Counsel

One Baylor Plaza
Houston, Texas 77030
TEL: (713) 798-6392
FAX: (713) 798-6368
E-mail: cbaily@bcm.tmc.edu

May 18, 2004

Jeff Shaw
Director of Disaster Services
Adjusters International
126 Business Park Drive
Utica, NY 13503

Re: Disaster Recovery Services

Dear Jeff:

I am very pleased to have the opportunity to write this letter in support of your professional services.

You and your team have provided invaluable assistance in the College's recovery efforts in response to Tropical Storm Allison in 2001. Your knowledge of the often complex FEMA process, coupled with your insurance industry experience, have been of enormous benefit to us.

I would be glad to speak to potential clients should they desire additional information or an opinion from me.

Best Regards,

A handwritten signature in cursive script that reads "Cyndi M. Baily".

Cyndi M. Baily



New York State Emergency Management Office
1220 Washington Avenue
Building 22, Suite 101
Albany, NY 12226-2251



George E. Pataki, Governor

James W. Tuffey, Director

October 4, 2005

Ron Simmons, Director
Adjusters International Disaster Recovery Service
126 Business Park Drive
Utica, New York 13502

Dear Mr. Ron:

I would like to take this time to personally thank the AI State Liaison staff for the remarkable job and the accomplishments performed during recovery efforts associated with FEMA 1589 DR NY. No doubt in my mind the results during and after full field activity was remarkable. From the feed back I received from local Emergency Managers their responses were nothing but positive for the presence of our liaison representatives. The total goal achieved was nothing less then maximizing all eligible costs in the best interest of the applicant.

Like many other declarations there were times during recovery operations as State Coordinating Officer which I requested detailed information to resolve issues. As usual, the information was brought forth to me in quick and expeditious manner. This made my duties and responsibilities much more relaxing to accomplish those on-going situations.

As in many situations, experiences relating to personnel and mutual project agreement sometimes arose; however we were successful to get to the heart of the matter to resolve the issue at hand. With the professionalism of our AI Liaison staff these individuals were able to move forward with the duties and responsibilities to carry through with the tasks assigned.

For me every disaster which I have been involved has always been a learning experience. One strong asset for making recovery efforts a success is having AI staff on our team.

Please echo my thanks to the staff on a job well done.

Sincerely,

John J. Firk
Recovery Supervisor



Mitt Romney
Governor

Kerry Healey
Lieutenant Governor

Edward A. Flynn
Secretary

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF PUBLIC SAFETY

MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY

400 Worcester Road
Framingham, MA 01702-5399
Tel: 508-820-2000 Fax: 508-820-2030
Website: www.mass.gov/mema



Cristine McCombs
Director

February 8, 2006

Mr. John W. Marini
Adjusters International
126 Business Park Drive
Utica, New York 13502

Dear Mr. Marini:

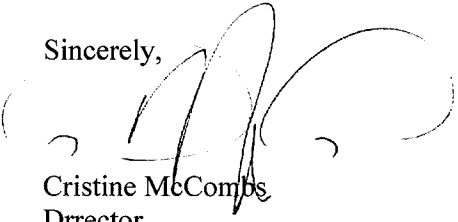
On behalf of the Commonwealth and the Massachusetts Emergency Management Agency (MEMA), I would like to thank your staff for all of the assistance provided in seeking a Major Disaster Declaration for the flooding event that occurred in October of this past year. The efforts of yourself, Ronald Simmons and the rest your cadre of Public Assistance staff was invaluable to this process.

As you are aware, MEMA has been working to secure funding for Adjusters International to work with us through the next phase of the Recovery process. It was felt that the knowledge of FEMA policies, familiarity with this Disaster and skills that your team possess would help to ensure that the Commonwealth communities and State agencies could maximize the allowable funding available from FEMA. We have presented our proposal to the Fiscal Affairs Division for the Commonwealth and unfortunately this request has been denied.

Although this means the Agency will not be able to utilize your services for this current Disaster, it is our hope that we can work together in the future. MEMA will shortly be sending out a Request for Proposals, in an effort to be better situated for future disasters. This request is the necessary next step in ensuring that there are companies with your expertise available to us when the next disaster affects the Commonwealth. It is our sincere hope that Adjusters International will apply.

I thank you again for all of your assistance with the October Floods. We look forward to working with Adjusters International in the future. If you have any questions with regards to this process, please feel free to continue to contact John Tommaney, Branch Chief for Response and Recovery.

Sincerely,


Cristine McCombs
Director



OFFICE OF GOVERNOR FRANK KEATING
STATE OF OKLAHOMA
State Capitol Building - Oklahoma City, OK 73105

NEWS RELEASE

FOR IMMEDIATE RELEASE
May 18, 1995

CONTACT: Dan Mahoney 405-523-4219
Tom Daxon 405-521-2141

GOVERNOR KEATING, FINANCE DIRECTOR RELEASE BOMB DAMAGE ESTIMATE

Peat Marwick report shows damage nears \$652 million

Oklahoma City-Damage from the devastating bomb at the Alfred P. Murrah Building in Oklahoma City will be approximately \$652 million, according to a preliminary damage assessment report released today by Governor Frank Keating and Finance Director Tom Daxon. The report was requested by the Governor's Task Force on Damage Assessment for the Oklahoma City bombing and prepared by KPMG Peat Marwick LLP with help from Adjusters International Inc. and Barrett Consulting Group.

"These figures are staggering, but of course they only begin to tell the story. You certainly can't put a price on human life and suffering. I only hope these statistics will help us determine the extent of the damage so we can begin the process of rebuilding the city and rebuilding our lives," Governor Keating said.

State, city, county and private damage and costs amount to \$426, 594, 000. Preliminary Federal losses, costs and projected expenses are estimated by Federal Government offices to be \$225 million, resulting in an estimated total incident cost of \$651,594,000.

The impact on the state budget is significant. The report shows the total state cost after insurance reimbursement and other funding sources is \$34,462,000.

#

NOTE: Copies of the full report are being distributed



THE PORT AUTHORITY OF NY & NJ

Joseph J. Seymour
Executive Director

April 7, 2004

Mr. John W. Marini
4819 Hyde Road
Manlius, NY 13104

Dear Mr. Marini:

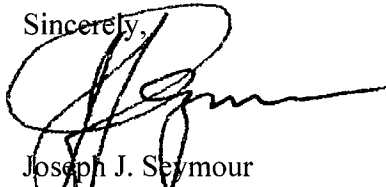
I am very pleased that you will be awarded the James G. Hellmuth Unit Citation Award for your role on the World Trade Center Loss Recovery Team. The James G. Hellmuth Unit Citation Award is one category of Port Authority/PATH Medal Awards, a process in which The Port Authority of New York and New Jersey recognizes staff excellence. The James G. Hellmuth Unit Citation is awarded to members of a unit, section, division or special task force whose performance in carrying out a project or extended assignment was so outstanding as to warrant special recognition. Your team's accomplishments clearly meet this criteria and it is with great pride that we bestow this honor on you.

Throughout our history, the Port Authority has forged enduring partnerships to help us deliver on our vital transportation mission. Never is this more evident than in our relationships with other agencies, consultants and contractors. It is in this spirit of cooperation and mutual benefit that we recognize your contribution to this important accomplishment.

Due to limited space, attendance at the Medal Awards Ceremony on April 23 is limited to Port Authority staff. However, we will mail your Unit Citation award to you in the near future.

Once again, congratulations on this great honor and for contributing to the Port Authority's great professional legacy of service to the people of the New York/New Jersey region.

Sincerely,



Joseph J. Seymour
Executive Director

225 Park Avenue South, 15th Floor
New York, NY 10003
T: 212 435 7271 F: 212 435 6670

Project Team Qualifications

Our company was built on a foundation of advocacy, and we have shaped our entire disaster preparedness, response, recovery and mitigation consulting organization around this philosophy. Our dedication to meeting the precise needs of state and local governments has allowed us to have an exceptional reputation as an industry leader and the “go to” team when disaster recovery assistance is needed. Our philosophy is to offer a high-quality, well-trained and consistent team of emergency management, strategic planning, and FEMA grant program professionals. To exercise this belief, we hire, train and outfit our employees so they can deliver the quality and continuity of service required by our clients. We are confident of our ability to respond and deploy to meet the needs of the City of Duluth.

Our team has extensive experience working on flood-related recoveries throughout the country, including consulting for several of the most high-profile applicants of recent disasters, including Steele County, Minnesota following the 2010 floods; the City of Cedar Rapids, Cedar Rapids Community School District, and Linn County, Iowa, following the 2008 floods; Minot Park District, North Dakota, and Orange County, New York, following their respective 2011 floods; the City of Marble Falls, Texas, following the 2007 floods; the Audubon Nature Institute, City of New Orleans, Port of New Orleans, New Orleans Sewerage and Water Board, Jefferson Parish and City of Slidell, Louisiana, and Jefferson County and the Port of Port Arthur, Texas, all of which incurred flood-related damages as a result of the 2005 and/or 2008 hurricanes. We also assisted the Baylor College of Medicine and Memorial Hermann Healthcare Complex through complex recoveries following severe flooding damages resulting from Tropical Storm Allison in 2001.

To support applicants and grantees, we maintain a team of full-time seasoned technical advisors, managers and senior consultants well-versed in the FEMA Public Assistance program and an in-house FEMA Public Assistance consulting team that includes licensed engineers, project managers, and specialists in specific disaster-related disciplines such as debris management, water treatment and potable water distribution systems, roads, bridges, utilities, building and contents valuations, environmental issues, and codes compliance.

Our team of FEMA consulting professionals has been selected for their particular skills and experience. After passing a comprehensive background check, we train them in the FEMA Public Assistance program, project worksheet writing, and negotiation skills; and we regularly update their training on specific types of disasters and the nuances involved in each. Our staff is also trained and experienced in client management, negotiation, and the political sensitivities involved with all types of disaster, and thus are often able to anticipate and mitigate situations before they become problems.

In addition, we provide ongoing training to our staff in key areas such as cost estimating, preliminary damage assessments (PDAs), and debris management. Our unrivaled in-house training program is supplemented by seminars from some of the top trainers in the country. We invest in our staff, all of whom are employees of Adjusters International, so that this expertise will be available on call as a resource to our clients as needed.

Approach to Staffing

The Adjusters International management team brings extensive experience overseeing successful deployment and management of planning, response and recovery efforts on behalf of municipalities.

Larry Travis will serve as Project Manager/Senior Consultant for the City's recovery operations and will actively oversee delivery of services and the day-to-day functions of this deployment, scaled as necessary to fulfill and adapt to the needs of the City.

Mr. Travis has seven years of experience guiding numerous applicants through their FEMA recoveries, including playing a key role in project managing the City of New Orleans' FEMA recovery following Hurricane Katrina and leading the AI team guiding Linn County, Iowa, through its June 2008 flood

recovery. Most recently, Mr. Travis has been serving as Project Manager for an elite, dedicated team providing financial support to assist the State of Louisiana to determine the overall financial impact to the state resulting from the BP Oil Spill.

Mr. Travis will be supported by **Mike Maiellano**. Mr. Maiellano will serve as a consultant on this project, teaming with Mr. Travis to perform the tasks described in the Approach and Methodology section of this proposal.

Mr. Maiellano brings 15 years of senior project management experience in construction, supervising crews as large as 160 and coordinating trade-union project work for 1,500 union members and developing/implementing training for 5,600 apprentice and journeymen carpenters. Since starting his disaster recovery career in 2004, Maiellano has worked eight New York State disasters and compiled Preliminary Damage Assessments in numerous states. He has also provided support to applicants in the Gulf Coast region, including serving as Project Manager/Senior Consultant in Jefferson County, Texas, facilitating FEMA damage recovery operations for hurricanes Rita and Ike. He recently served as Project Manager/Senior Consultant for the Minot Park District in North Dakota, providing strategic guidance and support for the District's Public Assistance, 406 hazard mitigation and HMGP recovery efforts following the 2011 spring floods.

AI Director **John Agostino** will serve as Engagement Manager for the City. Mr. Agostino is the former deputy director for administration for the State of New York with 30 years' experience overseeing public assistance, hazard mitigation and individual assistance programs for the state and its applicants including the 9-11 World Trade Center disaster. He will be working closely with Mr. Travis and his team, and will be available as needed to assist with the resolution of eligibility and policy-related issues. The resumes of our proposed team follow this narrative.

In addition to the above-named team, Mr. Travis will have direct access as needed to our team of emergency managers, strategic planners, logistics specialists, licensed engineers, project managers, tribal liaisons, and specialists in specific disaster-related disciplines such as debris management, roads, bridges, dams, tunnels, water treatment and potable water distribution systems, utilities, building and contents valuations, environmental issues, and codes compliance.

Among these team members who have additional training in construction management is **Martha Hahn**, who has extensive experience responding to disasters within New York State. Hahn is available to be assigned to the County as Construction Project Manager, with administrative support provided as needed to oversee and coordinate the construction project implementation phase of the County's recovery. Hahn has achieved certification through the 4PM Project Management Certificate and Training Program and has an extensive background in mechanical, plumbing, fire protection, HVAC design, CADD technology, project management and construction management. She is also LEED accredited and has worked on commercial, industrial, educational and health care facilities. She has definitive experience with codes compliance, whole building design, construction documents and specifications, in addition to her extensive FEMA grant management experience.

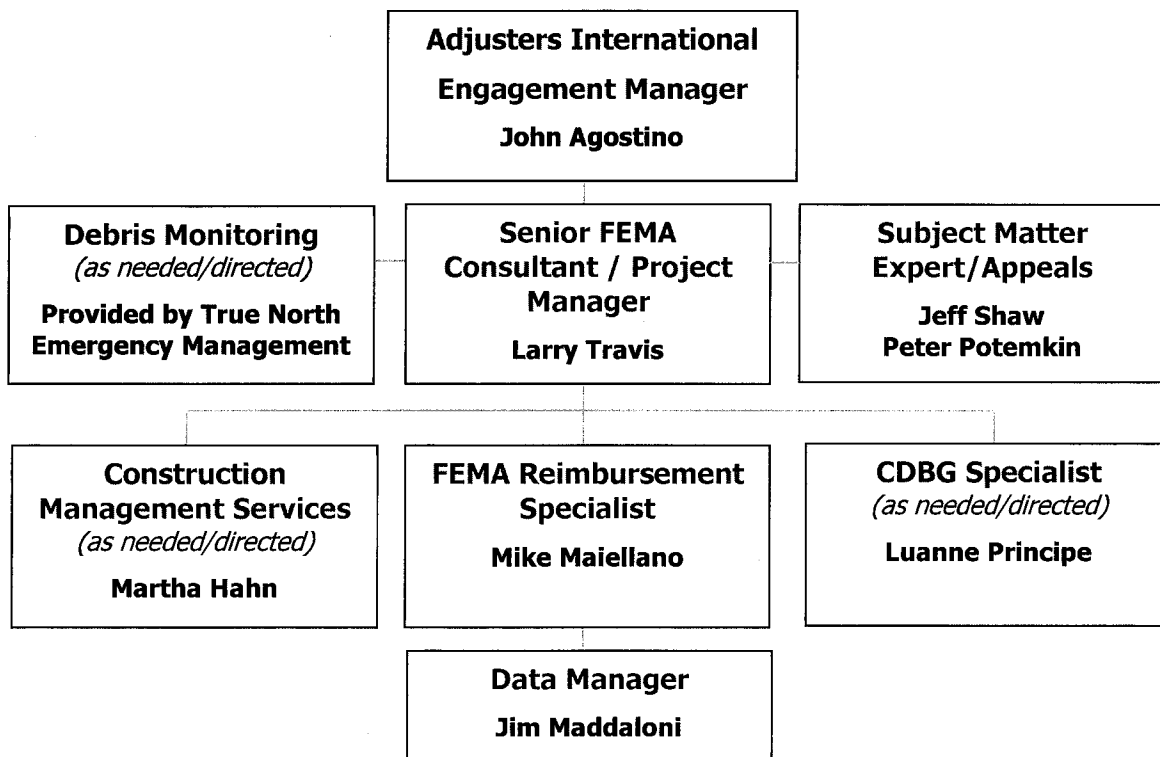
If debris removal monitoring services are required by the City, we will call upon the proven resources of our long-term strategic partner True North Emergency Management to fulfill this task. Our teams have been working together for more than five years and hold several contracts together. A company profile for True North can be found in the Attachments.

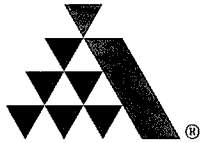
The team assigned to the City will be scaled as necessary to fulfill and adapt to the needs of the City and the parameters of the disaster as the recovery progresses. Final staffing selections will be made upon determination of the City's exact support requests, needs and timing. Because we maintain a FEMA Public Assistance consulting team consisting of our own employees, we are able to closely regulate our commitments and ensure consistent, high quality staffing. All assigned staff will be committed 100% to

the needs of the City, available on site at the locations deemed most effective for serving the needs of impacted departments, and scaled back as the need for their services diminishes. Any substitutions will be made utilizing staff of similar caliber and with the consent of the City.

Our consultants typically work whatever hours are required and authorized by our clients. Any proposed work plan and associated hours would be presented for review and approval by the City. Because our engagement is based on an hourly fee for service, our level of involvement, hours worked, and the related costs incurred by the City are at all times subject to the City's discretion and the demands of the disaster.

The following is a typical organizational chart associated with providing the services contained within this proposal.





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Education

B.A., Sociology 1972
Siena College

M.B.A., Management
1991 *Rensselaer
Polytechnic Institute*

Awards

FEMA Director's Highest
Award for
**Outstanding Public
Service to
Emergency
Management**
1987

New York State Division
of Military and Naval
Affairs
**Outstanding
Management
Employee of the Year**
1987

Professional Involvement

Government Finance
Officers Association

National Emergency
Management
Association

NEMA-FEMA National
Public Assistance
Steering Committee
*FEMA Region II
Representative*
2008-2010

John A. Agostino

Director

Professional History

A seasoned emergency management leader, Agostino brings over 30 years of federal and state disaster relief program experience to Adjusters International. Most recently he served as Deputy Director for Administration for the New York State Office of Emergency Management (NYSOEM). As Deputy Director, he was responsible for overseeing public assistance, hazard mitigation and individual assistance programs for the state and its applicants, as well as its finance and budgeting operations. He served as the Governor's Authorized Representative for 57 declared disasters and emergencies, including the 9-11 World Trade Center disaster.

Throughout his years of service, he functioned in administrative, financial, response, and recovery positions. This broad background in Emergency Management proved critical during several high-profile catastrophic events that required decisive decision making and strong leadership. As part of an innovative Emergency Management organization, he implemented programs that significantly improved the level and quality of service to the citizens of New York.

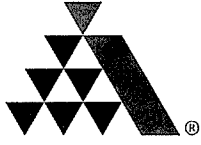
For example, while at NYSOEM Agostino worked with Adjusters International to tailor a program to the needs of New York State and its applicants, creating a model for delivering well-trained advocates to assist local applicants through the FEMA grant application process. His foresight in creating this powerful public-private partnership benefited the State of New York through 16 federally declared disaster events and significantly increased outreach, applicant participation in the public assistance program, and hazard mitigation funding to harden facilities throughout the state against future disasters. As deputy director for Adjusters International, he currently works with states to improve their operations and administrative and planning functions. He also heads up the AI hazard mitigation team.

In 1987 Agostino received the Federal Emergency Management Agency Director's Highest Award for Outstanding Public Service to Emergency Management. He also received the New York State Division of Military and Naval Affairs Award as the Outstanding Management Employee of the year.

Disaster Experience

State of Alaska: 4050-DR-AK Severe Winter Storms and Flooding, 4054-DR-AK Severe Storm, & AK-236, AK-237, AK-238 – January-February 2012 — Hurricane force winds, storm surge and waves pounded Alaska's Bering Sea Coast causing damage that resulted in a federal disaster declaration. A second storm followed almost immediately resulting in a second declaration. Agostino served as Engagement Manager for the AI team. In addition to managing the federal declarations, he also coordinated Alaska's state-level disaster declarations AK-236, AK-237 and AK-238, through a program that mirrors FEMA's Public Assistance (PA) and Individual Assistance (IA) programs.

State of Massachusetts: 1994-DR-MA Tornadoes, June-July 2011 — Tornadoes ripped the Springfield area causing severe damage in Hampden and Worcester Counties resulting in a federal declaration for both Public and Individual Assistance. Agostino served as the Engagement Manager for the AI team. Working in conjunction with state and federal counterparts, the AI team conducted Preliminary Damage Assessments (PDAs) that led to the federal declaration.



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Professional Experience

New York State Office of Emergency Management, Albany, NY

Deputy Director for Administration

2005 - 2010

In this position, Agostino managed several significant areas of responsibility and was appointed by the Governor to function as the Governor's Authorized Representative for 57 federally declared disasters and emergencies. He represented the State in all transactions and negotiations with the Federal Emergency Management Agency (FEMA) and other key federal agencies. This included the World Trade Center terrorist attacks for which he not only oversaw the recovery efforts, but also worked with FEMA to develop, negotiate, and establish contracts for the innovative Debris Removal Program.

On a daily basis, Agostino managed the state's disaster recovery programs, including public assistance, hazard mitigation, and individual assistance. In this capacity, the directors of these programs reported to him for all programmatic and financial activities. As the Deputy Director and Governor's Authorized Representative, he made all critical decisions pertaining to the management of these programs during disasters and non-disaster times. Besides coordinating these programs with other state and federal agencies, he worked closely with private sector representatives to fully develop a system that provided sufficient recovery resources.

In September 2001, New York State entered into the Emergency Management Assistance Compact (EMAC). Upon New York joining the Compact, Agostino received the appointment as the Governor's Authorized Representative for this program. In this position, he approved all mission assignments and financial obligations with outgoing and incoming missions. At the request of the National Emergency Management Association, he represented the FEMA Region II states (New Jersey, New York, Puerto Rico and the US Virgin Islands) on the National Public Assistance Steering Committee. In this role, he worked with the FEMA leadership and other state representatives to develop FEMA Public Assistance regulations and policies.

Agostino also maintained responsibility as the agency's Chief Financial Officer, making all critical decisions relating to financial obligations, accounts payable, accounts receivable and state and federal appropriations, and preparing the agency's budget for presentation to the Governor and State Legislature. He managed Department of Homeland Security Preparedness Grants and distributed these funds to the appropriate state agencies and local governments. As the Chief Financial Officer, he coordinated all federal and state audit requirements, and represented the agency on the Governor's Tax Payer Accountability Committee.

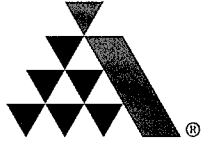
During his service in the New York State Emergency Management Office, in 1987 he received the Federal Emergency Management Agency Director's Highest Award for Outstanding Public Service to Emergency Management, as well as the New York State Division of Military and Naval Affairs Award as the Outstanding Management Employee of the Year.

New York State Office of Emergency Management, Albany, NY

Emergency Program Grants Manager

1990 - 2005

Agostino's responsibilities in this role included managing all fiscal and budgetary operations of the agency. This position maintained responsibility for all state, federal, and miscellaneous funding received in support of Emergency Management. He researched federal grants opportunities for funding in support of Emergency Management, wrote the grant proposals, and submitted them to the federal government on behalf of the agency.



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During emergency and disaster operations, Agostino managed the disaster recovery programs for both Public Assistance and Individual Assistance. He functioned as the Governor's Authorized Representative, acting on behalf of the State on all matters with the federal government concerning disaster recovery programs and operations.

New York State Office of Emergency Management, Albany, NY

Finance Officer

1981 - 1990

Agostino managed the Agency's fiscal operations, which included all financial and budgetary operations of the agency. This position maintained responsibility for all state, federal, and miscellaneous funding received in support of Emergency Management. During emergency and disaster operations, Agostino managed the disaster recovery programs for both Public Assistance and Individual Assistance. He functioned as the Governor's Authorized Representative, acting on behalf of the State on all matters with the federal government concerning disaster recovery programs and operations.

Maria College, Albany NY

Adjunct Instructor

1982 - 1989

Accounting, Tax and Finance courses

New York Army National Guard, Loudonville, NY

Major

1972 - 1994

In June 1972, upon college graduation, Agostino received a Reserve Officer's Commission through the Reserve Officer Training Corps Program. After completing the US Army Air Defense Artillery Officer's Basic Course, he became a member of the New York Army National. As member of the National Guard, he served in an Armor Battalion as a Platoon Leader, Assistant Logistics Officer, Company Executive Officer, Company Commander, and the Battalion Staff Administrative Officer/Personnel Officer/Adjutant. Subsequent to these assignments, he served at the State Area Command Headquarters as a Training Officer and Accounting Officer. In December 1994, he retired as a Major.

Professional Training

Emergency Management Institute Coursework:

- ICS 00100 Introduction to the Incident Command System
- ICS 00200 Single Resource and Initial Action Incidents
- ICS 00253 Coordinating Environmental and Historic Preservation Compliance
- ICS 00300 Advanced ICS
- ICS-00393 Introduction to Hazard Mitigation
- ICS 00400 Command and General Staff
- ICS 00402 ICS for Executive/Senior Officials
- ICS 00547 Introduction to Continuity of Operations
- ICS 00632 Introduction to Debris Operations
- ICS 00700 National Incident Management System
- ICS 00800 National Response Framework
- ICS 00801 Emergency Support Function (ESF) #1 – Transportation
- ICS 00803 Emergency Support Function (ESF) #3 – Public Works and Engineering

Command and General Staff Specific Training

- Planning Section Chief
- Operations Section Chief

Emergency Management Assistance Compact Training

Xactimate Estimating Software



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Occupational Safety & Health Administration (OSHA) Training:

- Asbestos Awareness
- Lead Awareness
- Affected Person Lockout/Tagout
- Hazard Communication
- Confined Space Awareness Personal Protective Equipment

Community Service

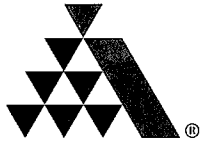
Children and Family Services of the Capital Region, Albany, NY

Member, Board of Directors

Chair, Strategic Planning Committee

2008 - Present

Children and Family Services of the Capital Region stands as the oldest not-for-profit family service organization in the country.



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Areas of Special Expertise

Flood-zone regulations,
Insurance,
Dispute resolution,
Appeals,
Eligibility

Additional Experience

U.S. Army Veteran,
Panama Invasion,
Persian Gulf War

Sample Client List

Baylor College of
Medicine, TX
Council Bluffs, IA
Detroit Public Schools
Detroit, MI
FEMA OIG
Fort Collins, CO
Gettysburg, PA
Gov't of the U.S.V.I.
Greenville Housing
Auth.
Greenville Utilities, NC
Harrisburg, PA
Jackson Energy Auth.
Larimer County, CO
Las Vegas, NV
Lee County, FL
Little Rock, AR
Memorial Hermann
Health System, TX
Monroe County, FL
Nashville, TN
Philadelphia Public
Schools
Pitt County, NC
Pittsburgh, PA
Port Authority of
NY & NJ
Reno, NV
Seminole County, FL
Sparks, NV
St. Luke's Episcopal
Hospital
TX Energy Cooperative
Texas Heart Institute
Washoe County, NV

Jeff Shaw

Vice President, Disaster Recovery Consulting

Professional History

Jeff Shaw has specialized in disaster recovery consulting since 1994, and is recognized nationwide as a leader in the industry. Because of his longevity in this field, Shaw has experienced not only dramatic program changes, but also notable shifts in policy and practice. This experience contributes to Shaw's specialized expertise in dispute resolution and appeals. His ability to understand, explain and substantiate applicant positions, coupled with his extensive knowledge of applicable FEMA policies and regulations, has facilitated the reversal of numerous ineligibility determinations in the field, on appeal or through federal arbitration proceedings.

Shaw has been closely involved in Adjusters International's hurricane operations, with leadership experience ranging from Hurricane Andrew in 1992 to hurricanes Dolly, Gustav and Ike in 2008. Prior to joining the Adjusters International Disaster Recovery Consulting team, while serving as the National Coordinator for KPMG's disaster consulting division, Shaw served as a member of the team used by FEMA to conduct grantee audits for the states of Georgia and Arkansas. He has also been involved in applicants' recoveries from other federal agencies including NIH, FHWA, HUD, NRCS and the FTA.

Shaw is a national presenter who has given numerous seminars on the disaster recovery process and also a published author, providing articles for *Disaster Recovery Today*, a publication focused on providing information on the fundamental concepts of the FEMA Public Assistance Program.

Recent Disaster Experience

Sewerage & Water Board of New Orleans, 2006 – 2009 — Served as a senior-level policy advisor for the team guiding the Sewerage & Water Board of New Orleans through its Hurricane Katrina recovery process, including managing its 404 hazard mitigation (HMGP), 406 hazard mitigation and pre-disaster mitigation (PDM) program grant applications.

City of New Orleans, 2006 – 2008 — Served as senior-level policy advisor, including providing support to management staff regarding Stafford reform; developing a strategic program for pursuing construction advances; preparing the City for high-level FEMA meetings/correspondence; and assisting the City to work with FEMA to negotiate a "One PW for Project Management" approach.

Port Authority of New Orleans 2006 – Ongoing — Shaw serves as a senior-level policy advisor regarding the Port's FEMA Public Assistance and Hazard Mitigation grant management process, with a focus on project consolidation, insurance apportionment and reductions, and dispute resolution.

City of Slidell, 2006 – 2009 — Served as a senior-level policy advisor for the team overseeing the City's FEMA recovery of \$50 million in funding through 120 project worksheets, in addition to the City's property insurance claims.

Jefferson Parish, 2007 – Ongoing — Shaw serves as a senior-level policy advisor for the team supporting the Parish through its grant process for recoveries from hurricanes Katrina, Gustav and Ike.

Audubon Nature Institute, 2006 — Shaw served as a senior-level policy advisor for the team managing the FEMA grant process for the Audubon Nature Institute and its properties,



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including the Zoo, Aquarium, Insectarium and the Research Center for Endangered Species.
2006

West Jefferson Medical Center, 2006 — Shaw served as a senior-level policy advisor for the team that assisted the Medical Center with its insurance claim and FEMA Hazard Mitigation strategy.

State of Mississippi (HMGP Global Match efforts), 2008 – Ongoing — Served as a program advisor on a team chosen by the State's Department of Finance and Administration in an effort to secure matching funds (Global Match) for applicant mitigation projects on the Coast.

City of Cedar Rapids - Cedar Rapids Community Schools -Linn County, Iowa, 2008 – Ongoing — Shaw serves as a senior policy advisor to numerous AI teams working in the area following the 2008 floods.

Aldine Central Schools - Houston Independent School District - Jefferson County, Texas, 2008 – Ongoing — Shaw served as a senior policy advisor to numerous AI teams working in the area following Hurricane Ike, with an emphasis on dispute resolution and appeals.

Memorial Hermann Health System (MHHS), 2009 – Ongoing — Currently providing dispute resolution services and appeal support for MHHS related to legal responsibility issues. This successful endeavor reduced the number of appeals from a projected 37 to 3.

Mississippi State Port Authority, 2006 – Ongoing — Having consulted with the Port since Hurricane Katrina struck, Shaw was in a unique position to spearhead efforts that allowed the Port to receive an overall award of more than \$57 million for two destroyed facilities through FEMA's recently adopted arbitration process.

Hancock County Schools, 2010 — Shaw was chosen to team with local attorneys to represent the District in a successful arbitration regarding equipment purchases.

Gulf Coast, Hurricane Katrina, 2006 – 2009 — In addition to the aforementioned clients, Shaw also provided advisory services for Hancock County, the Bay St. Louis-Waveland School District, and Harrison County, Mississippi.

City of Sanibel - Lee County - City of Fort Myers - Monroe County, Florida, 2005 – 2007 — Shaw served as project manager and lead consultant for the City of Sanibel, Lee County, Monroe County and the City of Fort Myers, Florida, on losses related to catastrophic damages from 2004 hurricanes Charley, Frances, Ivan, and in 2005, Wilma.

New York State: 1391-DR 9-11 Terrorist Attack, 2001 – 2002 — Following the 9/11 World Trade Center terrorist attack, Shaw was part of the AI team and its recovery efforts for the New York & New Jersey Port Authority, owners of the 16-acre World Trade Center site. This unprecedented recovery included detailing \$100 million in 404 hazard mitigation funds. An example of the diversity of project issues was the reconstruction of the temporary emergency measure PATH station, part of the trans-Hudson subway line. This \$180 million plus project allowed for the PATH train to once again service the people of New York and New Jersey.

Baylor College of Medicine & Texas Medical Center, Tropical Storm Allison, 2001 – 2005 — Shaw led AI recovery efforts at the Texas Medical Center in Houston after Tropical Storm Allison spilled 33 inches of rain across the city in 2001. Flooding impacted the 675-acre campus and caused hundreds of millions of dollars in flood damage. Shaw worked to guide the institutions comprising the Medical Center – Baylor College of Medicine,



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St. Luke's Episcopal Hospital, Memorial Hermann Healthcare, The Texas Heart Institute and others – through the FEMA grant process.

Professional Publication

Shaw is a recognized specialist in the FEMA public assistance program. The knowledge he has gained working with grantees and applicants has led to 10 issues of *Disaster Recovery Today*, a technical publication that provides valuable insights on FEMA related issues.

- "Lack of Teamwork Could be the Real Disaster"
- "Loss Measurement"
- "Categorizing Losses"
- "Determining Eligibility"
- "Develop a Rebuilding Plan"
- "Develop a Funding Approach"
- "Implementing the Recovery Plan"
- "Completion, Inspection and Audit"
- "Mitigation Funding in the FEMA Public Assistance Program"
- "Floodplain Management: Sound Techniques to Improve Your Recovery"

Professional Training

Emergency Management Institute Coursework:

- IS-00001 Emergency Manager: An Orientation to the Position
- IS-00100.b Introduction to Incident Command System
- IS-00200.b ICS for Single Resources and Initial Action Incidents, ICS-200
- IS-00240 Leadership and Influence
- IS-00253 Coordinating Environmental and Historic Preservation Compliance
- IS-00393.a Introduction to Hazard Mitigation
- IS-00547.a Introduction to Continuity of Operations (COOP)
- IS-00630 Introduction to the Public Assistance Process
- IS-00631 Public Assistance Operations I
- IS-00632.a Introduction to Debris Operations
- IS-00700.a National Incident Management System (NIMS), An Introduction
- IS-00701.a Multiagency Coordination System (MACS)
- IS-00800.b National Response Framework, An Introduction
- IS-00801 Emergency Support Function (EFS) #1 – Transportation
- IS-00803 Emergency Support Function (EFS) #3 – Public Works and Engineering



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Education

M.S., Industrial Science
Colorado State
University
Fort Collins, CO
1983

B.S., Social Sciences
Northern Arizona
University
Flagstaff, CO
1974

Professional Qualifications

Five years' experience
as a FEMA Technical
Assistance Contractor

Professional Licensure

Associate in Risk
Management, ARM

Peter E. Potemkin

Deputy Director, Technical Specialist

Professional History

Potemkin is a risk management and insurance expert specializing in the Public Sector. Paired with his years as a Technical Assistance Contractor (TAC) for the Federal Emergency Management Agency (FEMA), Potemkin brings extensive executive management, asset management, claims administration and claims investigation and adjustment experience, making him a valuable addition to the senior management corps of Adjusters International's Disaster Recovery Consulting division.

With FEMA, Potemkin garnered experiences ranging from recovery work at the World Trade Center in the aftermath of the terrorist attacks of Sept. 11, 2001, to mudslides in California, to hurricane recovery efforts post-Katrina in Baton Rouge, Louisiana, tornadoes in the Midwest states of Missouri and Illinois. With Adjusters International, Potemkin has worked on disasters for New York State and consulted with Applicants in Hawaii (earthquake), Texas (flooding), and throughout the Gulf Coast. He has also spearheaded the development of Adjusters International's proactive training program, which has assisted local governmental agencies throughout the country to better prepare for and respond to disaster.

Potemkin lectures and is published on a national level.

Disaster Experience

Texas Coast, Hurricane Ike, 2008 — Hurricane Ike's landfall on September 12, 2008, brought much devastation to the State of Texas. Potemkin's expertise was called upon time and again when he held the title of Engagement Manager for the Port of Houston Authority; Aldine Central Schools; Houston Independent School District; Jefferson County; and Port of Port Arthur, where Adjusters International was at work identifying and documenting all areas damage.

Butte County, California, 2008 Wildfires — Potemkin provided policy guidance and programmatic expertise to assist the County through both FEMA and State grant application processes.

City of Marble Falls, City of Copperas Cove, and Coryell County, Texas — After the summer floods of 2007 which impacted 52 counties in Texas, Potemkin served as Engagement Manager for the team assigned to guide the City of Marble Falls through the FEMA Public Assistance and HMGP programs, in addition to assisting the City of Copperas Cove and Coryell County to develop and submit their HMGP grant applications. This process included assisting these applicants to implement their hazard mitigation plans, coordinating with engineering staff and performing BCAs on the impacted properties. Working closely with the State and FEMA, work scopes and cost estimates were developed for projects that have been viewed favorably in this highly competitive process. As a result of AI's efforts, Marble Falls is receiving funding for a nearly \$1 million multiple-property acquisition and relocation project, and Copperas Cove anticipates funding for a \$500,000 storm water retention project.

Maui County Hawaii, 2006 Earthquake — Potemkin provided policy review and guidance on County recovery initiatives and the FEMA Public Assistance Program.

New York, New York, 1491-DR-NY — World Trade Center Insurance Specialist assigned to work with the Port Authority of New York and New Jersey (PANYNJ). Primary responsibilities included the review of insurance coverage documents pertaining to PANYNJ. Potemkin worked with Public Assistance (PA) management staff to apply coverage to eligible FEMA work and make appropriate adjustments regarding available



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insurance proceeds to grant applications (project worksheets). He worked with PA management, providing consultation on broad-ranging insurance-related issues. He was then assigned as Public Assistance Coordinator for all FEMA PA activities pertaining to the PANYNJ. Potemkin supervised a staff of 15 project officers and 16 site monitors at the WTC complex, producing more than 200 PWs, resulting in eligible obligations totaling \$450 million. Duration: 14 months

Sacramento, California, 1646-DR-CA, Floods, Mudslides, and Landslides —

Worked as the disaster Training Officer (Certified FEMA Instructor) delivering initial PA Operations I, PA Operation II and Project Worksheet development training to all arriving project officers. He also worked as the Public Assistance Coordinator (PAC) and Insurance Specialist on the disaster. Potemkin performed project worksheet review and quality control assistance during disaster recovery efforts. Duration: 12 weeks

Sacramento, California, 1628-DR-CA, Floods, Mudslides, and Landslides —

Worked as the disaster Training Officer (Certified FEMA Instructor) delivering initial PA Operations I, PA Operation II and Project Worksheet development training to all arriving project officers. Also worked as the Insurance Specialist on the disaster. Duration: 16 weeks

1603-DR-LA, Hurricane Katrina —

Worked as TAC Liaison with FEMA PA in Baton Rouge, Louisiana. Potemkin assisted in preparing the staffing plan for the disaster, working with FEMA PA staff to identify technical assistance needed on the disaster. He monitored contractor activity, maintained on-site records of TAC staff working the disaster, resolved personnel issues involving TAC staff, and worked with all TAC companies to respond to FEMA's needs and to resolve staffing needs, priorities, process and problems. Duration: 14 weeks

1577-DR-CA, Severe Storms, Flooding, Debris Flows, and Mudslides —

Worked as Technical Assistance Contractor Liaison with FEMA PA in Pasadena, California. Potemkin developed the staffing plan for the disaster, working with FEMA PA staff to identify technical assistance needed on the disaster. He monitored contractor activity, maintained on-site records of TAC staff working the disaster, resolved personnel issues involving TAC staff, and worked with all TAC companies to respond to FEMA's needs and to resolve staffing needs, priorities, process and problems. Duration: 8 weeks

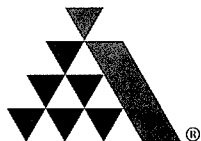
Hardy, Charlotte & DeSoto Counties, Florida, DR 1539-FL, Hurricanes 2004 —

Worked as a FEMA Technical Specialist with the Long Term Recovery group. Potemkin assisted with the production of a long-term recovery plan at the direction of FEMA for Hardy County, Charlotte County and DeSoto County in southwestern Florida. Potemkin worked with local leadership—elected, appointed and community leaders—in developing the recovery plan. The team consisted of planners, architects, engineers and FEMA technical specialists tasked with developing the community-driven recovery plan. He assisted with the efforts of several State and Federal Agencies, FEMA, USDA, US Dept of Commerce, HUD, and SBA among others, to secure funding for identified recovery projects. Duration: 13 weeks

City of Utica, Illinois, 1513-DR-IL, Severe Storms and Tornadoes —

Worked as a FEMA Technical Specialist with the Long-Term Recovery group. Potemkin assisted with the production of a long-term recovery plan at the direction of FEMA for City of Utica, Illinois. The City of Utica was heavily impacted by a tornado. Potemkin worked with local leadership—elected, appointed and community leaders—in developing the plan. The team consisted of planners, architects, engineers and FEMA technical specialists tasked with developing the community-driven recovery plan. He coordinated the efforts of several State and Federal Agencies, FEMA, USDA, US Dept of Commerce, HUD, and SBA among others, to secure funding for identified recovery projects. Duration: 7 weeks

U.S. Virgin Islands DR 1503-USVI, Tropical Rains - Worked as a FEMA Technical Specialist on a FEMA team which developed a Pre-Disaster Management Guide pertaining



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Peter Potemkin, cont.

to the U.S. Virgin Islands. Potemkin worked with the USVI Port Authority, the USVI Public Utilities, and Territorial Government to identify and document key strategic opportunities directed toward pre-disaster preparedness, producing the first plan of its kind in FEMA history. Duration: 12 weeks

District of Columbia, 1493-DR-DC, Hurricane Isabel — Worked as a FEMA Technical Specialist, assisting FEMA PA staff and PA applicants with the preparation of project worksheets (PWs) addressing debris removal, reduction and disposal. Potemkin wrote PWs relating to debris removal, reduction and disposal; mentored PA project officers on the preparation of PWs; and reviewed completed PWs. Duration: 4 weeks

Pierce City, Missouri, 1463-DR-MO, Tornadoes — Worked as a FEMA Technical Specialist with the Long-Term Recovery group that produced a long-term recovery plan at the direction of FEMA for Pierce City, Missouri. Pierce City was heavily impacted by a tornado. Potemkin worked with local leadership—elected, appointed and community leaders—in developing the plan. The team consisted of planners, architects, engineers and FEMA technical specialists tasked with developing the community-driven recovery plan. He coordinated the efforts of several State and Federal Agencies, FEMA, USDA, US Dept of Commerce, HUD and SBA among others, to secure funding for identified recovery projects. Duration: 12 weeks

Disaster Training

Emergency Management Institute Coursework:

- IS-00100 Introduction to Incident Command System
- IS-00200 ICS for Single Resources and Initial Action Incidents
- IS-00253 Coordinating Environmental and Historic Preservation Compliance
- IS-00318 Mitigation Planning for Local & Tribal Communities
- IS-00393.A Introduction to Hazard Mitigation
- IS-00631 Public Assistance Operations I
- IS-00547 Introduction to Continuity of Operations (COOP)
- IS-00632 Introduction to Debris Operations
- IS-00801 Emergency Support Function (ESF) #1 – Transportation
- IS-00803 Emergency Support Function (ESF) #3 – Public Works and Engineering
- IS-00700.A National Incident Management System (NIMS) Introduction
- IS-00800.B National Response Framework, An Introduction
- Xactimate Estimating Software

Occupational Safety & Health Administration (OSHA) Training:

- Asbestos Awareness
- Lead Awareness
- Affected Person Lockout/Tagout
- Hazard Communication
- Confined Space Awareness Personal Protective Equipment

Additional Professional Experience

Emergency Response Program Management Consultants (ERPMC)

FEMA Technical Assistance Contractor

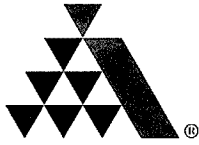
April 2002 – November 2006

- Performed a broad range of disaster response and recovery consultation throughout the U.S. and territories
- Served as an insurance specialist

Potemkin Village, Capital Ventures & Investments

President, Chief Executive Officer

November 1997 - Present



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Texas Workers' Compensation Insurance Facility

Executive Director

February 1992 – August 1997

- Guided the company through a financial turnaround; orchestrated a complete operational restructuring
- Served as Chief Executive Officer; managed a staff comprised of 118 full-time employees and over 50 independent contracting firms
- In fiscal year 1993, the Facility produced a net operating gain of \$550 million (first operating profit in over seven years); by 1996, Facility realized \$1.2 billion in cumulative (1993 – 1996) operating profits
- Led conversion of association into a stock company and resulting sale of Facility to European Reinsurance Corporate of America, the second largest insurance company acquisition in the U.S. in 1997

Texas Association of School Boards (TASB)

Director, Field Services

1991 – 1992

- Developed and implemented the provision of loss prevention and risk management services to approximately 1070 member Texas school districts
- Services included a broad range of loss control activities, field consultation activities, safety/reliability audits, work site inspections, risk management and safety training programs, and other related services
- Develop a field service system that established satellite offices, staffed with field consultants, in Austin, Corpus Christi, Lubbock, Dallas and Houston

Texas Municipal League Intergovernmental Risk Pool

Director, Safety Services

1987 – 1991

- Served as first Director of Safety Services for the TML Risk Pool, a municipal self-insurance pool comprised of over 1100 public entities throughout the State of Texas
- Directed the provision of risk management and loss prevention activities for pool members
- Developed and implemented field consultation activities, safety/liability audits, work site inspections, risk management and safety training programs, and a variety of other related services
- Established Safety Services Department offices in Dallas, Lubbock, Corpus Christi and Austin

City of Arlington, Texas

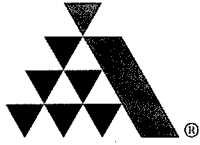
Risk Manager

1985 – 1987

- Served as City's first Risk Manager
- City of Arlington became fully self-insured during Potemkin's tenure; spearheaded development of a fully pre-capitalized self-insurance fund through the sale of taxable bonds (\$10 million to cover all lines of the City's projected liability exposure); investment earnings helped offset the cost of the City's Risk Management Department; this program was unique at the time and drew national attention and interest
- Managed City's workers' compensation program, which included a \$250,000 self-insured retention on a "per occurrence" basis
- Developed and managed an in-house claims administration unit
- Produced and presented staff training programs for City employees regarding risk management related issues



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City of Longmont, Colorado

Risk Manager

1983 – 1985

- Developed and implemented loss prevention, loss control and loss financing strategies for the City's partially self-insured property, casualty and workers' compensation program

Larimer County Vocational – Technical Center

Wastewater Treatment Technology Instructor

1982 – 1983

- Served as vocational instructor responsible for curriculum development and teaching on the topics of water chemistry, math, public relations, and water/wastewater treatment technology

City of Longmont, Colorado

Safety Officer

1980 – 1982

- Worked under the direction of the Risk Manager in the planning and implementation of the City's accident prevention program; recommended changes to increase program effectiveness; participated in accident investigation, job site and work site inspections, and civil trial defense work
- Conducted a variety of safety-related training programs including but not limited to first aid, CPR, defensive driving and hazardous materials handling

Chemist – Treatment Plant Operations Specialist

1976 – 1980

- Colorado State class "A" Wastewater Treatment Plant Operator license
- Performed water/wastewater qualitative and quantitative analysis
- Interfaced with plant operators to maximize treatment plant operation
- Implemented and managed the industrial waste pretreatment program

Seattle Public Schools

Teacher (Natural Science)

1974 – 1975

- Curriculum development and teaching for grades K-6

U.S. Army

Helicopter Mechanic & Crew Chief

1965 – 1968

- Awards: National Service Award, Vietnam Service Award, Vietnam Campaign Award, Purple Heart

Professional Involvement

- Chairman, Colorado Safety Association, Public Employee Committee – 1982
- Vice President of Colorado Public Risk Management Association (PRIMA) – 1985
- First Aid Chairman, Longmont Region, American Red Cross – 1979-1981
- National Vice President, Public Risk Management Association (PRIMA) – 1987-1988
- Director, Board of Directors, Texas Safety Association – 1988-1990
- Committee Member, National Center for Public Risk Management, Advisory Committee – 1989-1991



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Education and Experience

A.A.S., Electrical
Technology

US Army
Sergeant (E-5)

Professional Licenses

NYS Insurance Brokers
License

Lawrence J. Travis

Disaster Recovery Senior Consultant

Professional History

Travis is a consultant who brings over three decades of operations management with a progressive record of achievement and demonstrated competencies in managing/directing, developing people and communications. Prior to joining Adjusters International as a disaster recovery consultant, Travis worked in manufacturing for 32 years, with the last four years leading an overseas operation from start-up to settle down. Since 2005, Travis has worked to guide numerous applicants through their FEMA recoveries, including playing a key role in project managing the City of New Orleans' FEMA recovery following Hurricane Katrina and leading the AI team guiding Linn County, Iowa, through its June 2008 flood recovery.

Disaster Experience

State of Louisiana, BP Oil Spill, July 2010 - Present — Travis was selected to serve as Project Manager for an elite, dedicated team providing financial support to assist the State of Louisiana to determine the overall financial impact to the state resulting from the BP Oil Spill. Travis was hand-picked due to his business acumen, financial experience, and his extensive knowledge, working with applicants following a federally declared disaster. Part of the effort included outreach to individuals and businesses affected by the spill to assist them with navigating the ever changing complex Gulf Coast Claims Facility loss of income reimbursement process. He is also working closely with the State in support of their loss claim.

City of DeBary, FL, Tropical Storm Fay 2008 — An earlier AI team had assisted the City to formulate PWs totaling nearly \$6 million and when budget limitations forced the City to continue their recovery on their own, we provided a road map for documentation and tracking requirements moving forward. When FEMA later refused to acknowledge several of the City's disaster-related costs due to documentation and tracking issues arising from a break down in process, Travis was called in to remediate the situation. Still operating under severe budget constraints, his efforts focused on providing the City with a plan for corrective action and with white papers outlining policy-based arguments for the City's use in appealing unfavorable decisions by FEMA and the State. Travis also developed and implemented a work tracking method for the City to capture costs related to Tropical Storm Fay.

Linn County, IA, June 2008 Floods — Travis was the Project Manager assisting Linn County to document and streamline their FEMA recovery, anticipated to exceed \$60 million, following the record-setting floods of June 2008. The County's claim was complicated by historical and floodplain considerations. Travis worked closely with County decision makers and FEMA representatives to formulate an approach to developing scopes of work intended to eliminate many of the issues encountered in the Gulf Coast following Hurricane Katrina. His efforts also focused on guiding FEMA, the County and its engineering and design firms to develop scopes of work utilizing FEMA's Cost Estimating Format (CEF) including applicable code upgrades and a bid process that anticipated project implementation, billing and closeout needs and that worked smoothly with the FEMA funding and approval process. The County was able to take advantage of the various eligible statutory funding sources; Replacement, Improved, Alternate and Hazard Mitigation Projects. Facilities will be repaired or rebuilt, including mitigation measures to protect against future operational disruption of County services. This included the Sheriff's Office, County Courthouse, County Correctional Facility, Administrative Office Building, Juvenile Court, and the Community Services Building, which is a sheltered workshop for people with disabilities.



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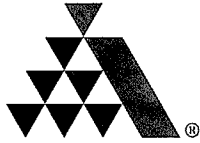
Sabine Neches Navigation District, Beaumont, TX, Hurricane Ike 2008 — Travis served as Senior Consultant on the team assisting SNND with assessment and documentation of damages estimated at \$8-10 million. The loss assessment required strict attention to federal, state and local regulations due to the unique nature of this critical facility, which also runs multi-million-dollar placement areas for dredging materials extracted from its channels. Questions of responsibility arose, since the Corps of Engineers was involved in the SNND, but was not responsible for its repair. SNND's FEMA grant application was further complicated by the fact that the loss did not consist of purely building and contents-related damages, which pushed it outside of FEMA's "typical" parameters, and by the fact that its location spans both Texas and Louisiana. The AI team's depth of knowledge of the FEMA Public Assistance program was vital to the anticipation, identification, and resolution of numerous issues related to these complications.

City of New Orleans, LA, Hurricane Katrina — Deputy Project Manager for the assessment and documentation of damage to the City of New Orleans in the aftermath of Hurricane Katrina, specifically with the criminal justice system and cultural facilities. AI's team started on the City's disaster assessment and recovery nearly a full year after the devastating hurricane. The loss assessment required strict attention to important civic and historical buildings in addition to evaluation of changing FEMA regulations affecting the region and compliance with State of Louisiana public assistance policies which required audit quality documentation for reimbursement of eligible costs. He was able to secure the first reimbursement for eligible permanent work and set up a reimbursement tracking process, by PW, so that the City would know which invoices had been submitted and paid. Travis worked with the City's Capital Projects team, FEMA and the State to identify and determine eligibility of additional scopes of work required on projects that were underway. This required numerous scope of work version requests for multiple change orders that were generated by the discovery of additional eligible damages or that were not included in the original FEMA damage estimates and scope of work. He requested and received, on behalf of the City, engineering and construction advances so that work could start and continue on numerous projects that were vital to the City's recovery. He worked with the New Orleans Police Department and Crime Lab personnel to secure temporary facilities and the required build-outs for their property and evidence storage and scientific equipment.

Audubon Nature Institute, New Orleans, LA, Hurricane Katrina — Served as Deputy Project Manager for loss assessment sustained by the Audubon Nature Institute, including the Zoo, Aquarium, Insectarium, and Research Center for Endangered Species. The total in damages to the Institute's facilities was approximately \$8 million, with losses in fish stock to the Aquarium totaling more than \$800,000. He worked with and guided the Audubon's Recovery manager through the Public Assistance process, which included setting up quarterly reporting required by FEMA and the State.

Holy Cross Hospital, Ft. Lauderdale, FL, Hurricane Wilma — Deputy Project Manager for losses sustained by Holy Cross Hospital from Hurricane Wilma, identifying more than \$1 million in eligible projects within three days of the project's initiation.

Port of New Orleans, LA, Hurricane Katrina — Provided strategic program consulting as part of the initial team assigned to the complex recovery operations at the Port of New Orleans for the port's \$190 million damage recovery in the aftermath of Hurricane Katrina. The AI team's efforts focused on developing a strategy that incorporates a number of funding sources, including two layers of private insurance, FEMA, and the resources of the Louisiana State Recovery Authority.



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Professional Qualifications

Emergency Management Institute Coursework:

- IS-00100 Introduction to the Incident Command System
- IS-00200 ICS for Single Resources and Initial Action Incidents
- IS-00208 State Disaster Management
- IS-00230.b Fundamentals of Emergency Management
- IS-00235 Emergency Planning
- IS-00241 Decision Making and Problem Solving
- IS-00393 Introduction to Mitigation
- IS-00253 Coordinating Environmental and Historic Preservation Compliance
- IS-00393 Introduction to Hazard Mitigation
- IS-00547 Introduction to Continuity of Operations (COOP)
- IS-00600 Special Considerations for FEMA PA Program
- IS-00631 Public Assistance Operations 1
- IS-00632 Introduction to Debris Operations in FEMA's PA Program
- IS-00700 Introduction to the National Incident Management System (NIMS)
- IS-00701.a NIMS Multiagency Coordination System (MACS)
- IS-00775 EOC Management and Operations
- IS-00800.b Introduction to the National Response Framework
- IS-00801 Emergency Support Function (ESF) #1 Transportation
- IS-00803 Emergency Support Function (ESF) #3 Public Works and Engineering
- IS-00810 Oil and Hazardous Materials Response Annex

Additional Professional Training:

- Finance
- Project Management for Engineers & Managers
- Design for Six Sigma
- MRP II
- Analytical Troubleshooting

Additional Professional Experience

Kodak China Company Ltd, Xiamen, Peoples Republic of China

Operations Manager, Consumer and Professional Film Finishing

1997 – 2002

- Managed four film finishing departments employing 305 people with capital equipment in excess of \$30M that supplies film to the China domestic market and other countries of Southeast Asia.

Eastman Kodak Company, Rochester, NY

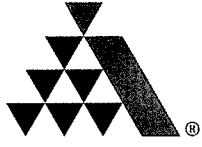
Quality Engineering Supervisor, Film Finishing Division

1969 – 1997

- Supervised technicians and engineers that were responsible for quality requirements on major projects that included new products or processes while working as the client representative on the start-up of the China manufacturing facilities.
- Led a team that consistently evaluated product features to ensure the manufacturing of the product met six-sigma product performance requirements with no additional product costs
- Created an accreditation plan for new process equipment going to China that guaranteed that the product manufactured met or exceeded our six-sigma performance requirements

Senior Manufacturing Engineer, Film Finishing Division

- Managed major capital projects and worked with operations, maintenance and quality organizations to implement product/process improvements. Worked with engineering on the factory and equipment layout for the new China manufacturing facilities.



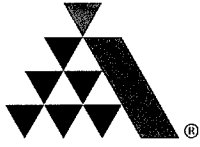
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- Relocated and streamlined a film finishing operation while maintaining quality and delivery schedules saving the company \$100K per year in excess equipment depreciation while making space available for a new product line.
- Led a cross-functional team of quality, operations, maintenance and design engineering personnel that implemented a component material reduction project that saved the company \$150K/year and met the proposed EPA and European material reduction guidelines.

Manufacturing Engineer, Film Finishing Division
Manufacturing Technologist, Kodak Apparatus Division
Process Engineer, Kodak Apparatus Division

Professional Involvement

- Flotilla Commander, US Coast Guard
- Society of Manufacturing Engineers
- Rear Commodore, Oak Orchard Yacht Club



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**Areas of Special
Expertise**
Contracting,
Construction,
Over 15 Years Senior
Project Management
Experience

Michael P. Maiellano

Senior Disaster Recovery Consultant

Professional History

Mike Maiellano is a Senior Consultant and Project Manager, working positions of increasing responsibility in New York State prior to his deployment to Texas to handle recovery in the aftermath of Hurricane Rita, and then returning to New York to co-manage/manage State operations. Maiellano brings 15 years of senior project management experience in construction, supervising crews as large as 160 and coordinating trade-union project work for 1,500 union members and develop/implement training for 5,600 apprentice and journeymen carpenters.

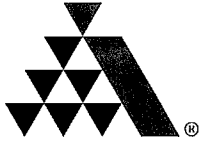
Since starting his disaster recovery career in 2004, Maiellano has worked eight New York State disasters and compiled Preliminary Damage Assessments in numerous states. He has also provided support to applicants in the Gulf Coast region. There he assisted in obtaining air photography and documentation of the devastation from Hurricane Katrina in Alabama, Mississippi and Louisiana for Adjusters International in 2005. Maiellano also served as Project Manager/Senior Consultant for Adjusters International in Jefferson County, Texas, facilitating FEMA damage recovery operations for hurricanes Rita and Ike.

Disaster Experience

Minot Park District, North Dakota, August 2011 – March 2012 — Adjusters International was engaged to provide FEMA Grant Management Services to the Minot Parks District in response to an anticipated \$20 million in damages following flooding of the Souris River from February through July of 2011. Maiellano was the Project Manager for this engagement. AI staff is working with various department directors to review the extent of flood-related damages and coordinate and strategize eligible funding sources, as well as obtaining Section 406 Hazard Mitigation funding. Severe damage occurred at multiple locations on park properties, including the Roosevelt Park Zoo, Souris Valley Golf Course, Corbett Field Baseball Park, Oak Park, and the horticultural greenhouses built to house special species of plant. PWs for several of these projects will require particular attention to FEMA policies related to special considerations such as historical, floodplain and insurance issues.

Jefferson County, Texas: Hurricane Ike, September 2008 – September 2011 — Based on the success we achieved for the County following Hurricane Rita, Adjusters International was immediately retained for both public adjusting and FEMA services to assist with the County's Hurricane Ike recovery. Maiellano again served as Project Manager for the County, leading the team consisting of AI Public Adjusters and Public Assistance Program Consultants. In this role, Maiellano oversaw the formulation of each FEMA Public Assistance grant project and assured accurate and consistent documentation for those grant applications. Working in conjunction with our strategic partner Sigma Consulting, Maiellano was able to secure an insurance waiver through the State of Texas Insurance Commissioner; this "Obtain and Maintain" waiver was for previously paid insurance deductions from Hurricane Rita.

Jefferson County, Texas: Hurricane Rita, October 2005 – August 2006 — As Senior Consultant and Project Manager, Maiellano oversaw a project that identified in excess of \$54 million in FEMA public assistance funds. In this position, Maiellano formulated and implemented criteria for weekly progress meetings with the Jefferson County Emergency Management Team. Additionally, Maiellano was the lead person working with Adjusters International's public adjusters to obtain private insurance funds and public funding for the County.



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New York State: 1857-DR-NY Severe Storms and Flooding, September 2009 – March 2010 — Fierce thunderstorms and heavy rains resulted in flooding in Western New York and the subsequent declaration of five counties. Maiellano served as part of the Adjusters International management team that responded with 27 consultants to assist 93 applicants document an estimated \$60 million in damages.

New York State: 1692-DR-NY Severe Storms and Flooding, April 2007 – August 2008 — Served as Project Manager for the disaster declaration resulting from the April '07 Nor'easter, which made its way across the continent and stalled for four days just outside New York City, where it continued to strengthen. The lowest barometric pressure recorded was 958 millibars, equivalent to that of a moderate Category 3 hurricane. The National Weather Service reported 7.57 inches of rain in Central Park by midnight of April 15, the second heaviest rainfall in 24 hours on record—and the worst flooding since Hurricane Floyd in 1999. Air, rail and transit delays impacted the entire Northeast, and power failures affected several thousand people. Adjusters International deployed 110 consultants to the 13 counties included in the federal disaster declaration for Public Assistance. Damages were estimated at \$88.5 million and AI wrote over 2000 PWs in response to this disaster.

New York State: 1670-DR-NY Severe Storms and Flooding, December 2006 – August 2007 — Served as Deputy Project Manager for New York counties designated by federal declaration DR-1670-NY in December 2006. AI was involved immediately following the Nov. 16-17 storms, which caused flash flooding and related damages. AI conducted two preliminary damage assessments (PDA) that led to federally funded recoveries for both the FEMA Public Assistance Program and the FEMA Individual Assistance Program. For the Public Assistant program, AI wrote 1,216 project worksheets totaling \$30 million. Forty-three AI consultants were deployed for the recovery.

New York State: 1665-DR-NY Severe Storms and Flooding, October 2006 – November 2007 — Buffalo, New York, is known for its snowfall, but a rare Fall storm that blanketed the area on October 13, 2006, brought with it two feet of snow and a state of emergency declared by the State, and quickly thereafter a Federal emergency, EM-3268. More than 300,000 were left without power, in some areas for longer than a week, and melting snow raised additional concern for flooding. Adjusters International deployed 12 consultants within 12 hours to conduct the Preliminary Damage Assessment, completing work within three days. Federal disaster declaration 1665, with damages in categories A-G and affecting four counties, was declared on October 24, 2006, and was estimated to reach nearly \$134 million. AI positioned 17 personnel within 24 hours of the Federal declaration, quickly expanding to a team of 28 consultants; early sample projects included a PW for \$700,000 in debris removal. Maiellano served as Project Manager for this disaster.

New York State: 1650-DR-NY Severe Storms and Flooding, July 2006 – February 2008 — Maiellano returned to New York State to take part in recovery operations for disaster 1650, declared in New York State on July 1, 2006. Maiellano worked as a PAL in Delaware County, where his team wrote 640 project worksheets totaling \$40 million for more than 50 applicants. Delaware County was among the hardest hit by the floods that affected 20 counties in the State.

New York State: 1589-DR-NY Severe Storms and Flooding, April – November 2005 — Maiellano was the Lead Public Assistance Liaison, supervising a staff of Public Assistance Liaisons. At the request of the FEMA Public Assistance Coordinator, Maiellano assisted in the day-to-day coordination of operations on a project that served 466 Applicants, of which 127 were the result of Outreach Program efforts. The disaster resulted in a total recovery of \$46.95 million in FEMA grants on 2,902 Project Worksheets, with an additional \$10.5 million in A&E projects documented.

New York State: 1565-DR-NY - Tropical Depression Ivan, October 2004 – March 2005 — Served as a Public Assistance Liaison for disaster affecting nine counties with high winds, heavy rain and flood. Maiellano oversaw 42 AI consultants in their work, servicing



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Mike Maiellano, cont.

172 applicants and 622 project worksheets. \$10.9 million in funds for large and small projects were secured for applicant recovery and emergency protective measures.

New York State: 1564-DR-NY Severe Storms and Flooding, October 2004 – March 2005 — A project that identified 1,013 potential Applicants and completed 668 FEMA-approved projects funded at \$11.8 million. Maiellano was active in Broome and Sullivan counties, participating in Applicant briefings, performing kickoff meetings and site visits, and working with Applicants to develop 266 projects eligible for \$3.6 million in funding. Maiellano's efforts at outreach brought more than a fifty-percent increase to the number of Applicants in Sullivan County.

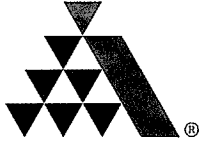
Professional Qualifications

Emergency Management Institute Coursework:

IS-0001	Emergency Program Manager, An Orientation to the Position
IS-0007	A Citizen's Guide to Disaster Assistance
IS-0011.a	Animals in Disasters: Community Planning
IS-00100.b	Introduction to the Incident Command System ICS-100
IS-00120.a	An Intro to Exercises
IS-00200.b	ICS for Single Resources and Initial Action Incidents
IS-00208	State Disaster Management
IS-00212	Intro to Unified Hazard Mitigation Assistance
IS-00230.b	Fundamentals of Emergency Management
IS-00235.b	Emergency Planning
IS-00250.a	Emergency Support Function (ESF15) External Affairs
IS-00253	Coordinating Environmental and Historic Preservation Compliance
IS-00288	Role of Voluntary Agencies in Emergency Management
IS-00366	Planning for the Needs of Children in Disasters
IS-00393.a	Introduction to Hazard Mitigation
IS-00403	Introduction to Individual Assistance (IA) (DF-10)
IS-00547.a	Introduction to Continuity of Operations (COOP)
IS-00552	The Public Works Role in EM
IS-00559	Local Damage Assessment
IS-00631	Public Assistance Operations I
IS-00632.a	Introduction to Debris Operations in FEMA's Public Assistance Program
IS-00700.a	National Incident Management System (NIMS), An Introduction
IS-00701.a	Multiagency Coordination System (MACS)
IS-00775	EOC Management and Operations
IS-00800.b	Introduction to the National Response Framework
IS-00801	Emergency Support Function (ESF) #1 Transportation
IS-00803	Emergency Support Function (ESF) #3 Public Works and Engineering
IS-00804	Emergency Support Function (ESF) #4 Firefighting
IS-00806	Emergency Support Function (ESF) #6 Mass Care, Emergency Assistance, Housing and Human Services
IS-00807	Emergency Support Function (ESF) #7 Logistics Management and Resource Support
IS-00808	Emergency Support Function (ESF) #8 Public Health and Medical Services
IS-00809	Emergency Support Function (ESF) #9 Search and Rescue
IS-00810	Emergency Support Function (ESF) #10 Oil and Hazardous Materials Response
IS-00811	Emergency Support Function (ESF) #11 Agriculture and Natural Resources
IS-00812	Emergency Support Function (ESF) #12 Energy
IS-00813	Emergency Support Function (ESF) #13 Public Safety and Security
IS-00814	Long-Term Community Recovery
IS-00820	Introduction to NRF Support Annexes



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IS-99999 FEMA ERO-Diversity-Sexual Harassment Training
FEMA-99996 Cost Estimating Format Training
Xactimate Estimating Software

Occupational Safety & Health Administration (OSHA) Training:

- Asbestos Awareness
- Lead Awareness
- Affected Person Lockout/Tagout
- Hazard Communication
- Confined Space Awareness Personal Protective Equipment

Additional Professional Experience

Coastal Construction, Inc – East Rochester, NY

Senior Project Manager (2003-20004)

- Responsible for the management of awarded projects from hiring field superintendents to awarding subcontracts
- Negotiated buy-outs with sub-contractors and suppliers
- Responsible for all paperwork, e.g., daily reports through quarterly reports, change orders to owners and sub-contractors
- Responsible for job closeouts including final inspections

Accurate Acoustical, Inc – East Rochester, NY

Project Manager/Superintendent (2002-2003)

- Supervised and managed awarded projects while running the Southern Tier (NY) operations of the company
- Worked successfully to meet contractor's budget and schedules
- Maintained proper scope and quality of work
- Managed multi-trade workforce
- Company liaison between owner and general contractors

Western New York Regional Council of Carpenters – Lockport, NY

Director: Apprenticeship and Journeyman Training (1998-2002)

- Coordinated apprenticeship training and journeyman upgrading to ensure consistency, quality and compliance for 11 local unions comprising 5600 members
- Worked with UBC, New York State Department of Education, Labor, and Health and Safety, as well as colleges, high schools, BOCES, business owners and contractors to develop classroom/lab curriculums and on-the-job training programs

Representative/Business Manager/Carpenters LU #85 (1996-1998)

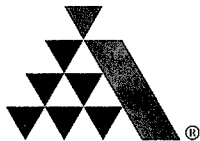
- Managed business affairs and daily operations of local union; jurisdictional responsibility for a 1200-person organization
- Co-developed and managed budget
- Worked with contractors, owners and architects in a marketing and business relationship-building capacity enabling review of upcoming projects at bid time
- Signed new contractors and brought in new members
- Chaired Apprenticeship Committee
- Chaired Finance Committee
- Board Member UNICON (union and contractors working together for better professional relations)

Allen Drywall & Acoustical – Rochester, NY

Project Superintendent (1995-1996)

- Supervised crews up to 160 on commercial new construction and rehabilitation projects, including major retail properties and the Rochester City School District
- Sequenced, scheduled and supervised union employees and subcontractors
- Documented work-in-progress, employee time and conducted safety meetings
- Interfaced with owners/architects





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Education

A.A.S., Engineering
Technology

Professional Achievements

United States Navy

James Maddaloni

*Logistics Manager / Direct Administrative Cost Specialist
Disaster Recovery Consultant*

Professional History

Jim Maddaloni, logistics manager, joined Adjusters International as a disaster recovery consultant in 2006 and his experience includes numerous State operations. He has also served as Logistics Manager for such engagements as: Butte County, CA; City of Batesville, AR; City of Burlington, IA; City of Cedar Rapids, IA; City of DeBary, FL; Cedar Rapids Community Schools, IA; Linn County, IA; Aldine Central Schools, TX; Houston Independent School District, TX; Jefferson County, TX; Port of Port Arthur, TX; Knapp Medical Center, TX; City of Port Isabel, TX; City of Weslaco, TX; and Weslaco Independent School District and as Direct Administrative Cost Specialist for federally declared disasters in New York State.

Maddaloni has 10 years of design engineering experience at a manufacturer of industrial vacuum systems, responsible for the design and layout of a custom centrifugal blower, and an additional eight years experience in design and project management on conveying systems, robotic palletizing systems, and information technologies. He has 10 years experience in process improvement for Fortune 500 companies, managing dozens of multi-million dollar projects. As a supervisor, Maddaloni has managed staffs ranging from 10-120 in size. He is well-versed in FEMA policies and procedures, having earned over 80 certificates of achievement from the Emergency Management Institute.

Disaster Experience

State of Alaska: 4050-DR-AK Severe Winter Storms and Flooding, 4054-DR-AK Severe Storm, & AK-236, AK-237, AK-238 – January – April & June – August 2012

— As part of the AI team deployed to the state of Alaska, Maddaloni is serving as the Logistics Manager for our response to federal declarations 4050-DR-AK, 4054-DR-AK and the State of Alaska's self-administered disaster program declarations, AK-236, AK-237 and AK-238. In addition, Maddaloni has been deployed, at the request of Alaska's Emergency Management staff, to assist Applicant's submitting to the Alaska self-administered disaster program for AK-238, by conducting briefings, kickoff meetings, and site visits to gather documentation for large and small project PWs. Maddaloni returned to Alaska in June to complete site visits and PW's for facilities that were inaccessible during the winter months.

New York State: 1899-DR-NY Severe Storms and Flooding, May – September

2010 — In response to a Nor'easter that ripped through nine southern tier counties in March 2010, Maddaloni was deployed as Logistics Officer supporting the AI team of 26 consultants assisting over 241 applicants to document 1170 PWs totaling an estimated \$113 million in damages.

New York State: 1857-DR-NY Severe Storms and Flooding, 2009

— Fierce thunderstorms and heavy rains resulted in flooding in Western New York and the subsequent declaration of five counties. Maddaloni was part of the AI team that responded to assist 93 applicants document an estimated \$60 million in damages. Maddaloni served as the State Information Specialist for this disaster. In this role, he facilitated the development and use of software data and the distribution systems needed to keep key staff informed of the recovery status. Maddaloni was responsible for tracking the direct administrative costs for all employees and applicants for this disaster and submitting those costs to FEMA for reimbursement. He also coordinated Public Assistance programmatic review and compliance with all agencies' regulatory requirements.



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New York State: 1827-DR-NY Sever Winter Storm, 2009 — Preliminary Damage Assessments were estimated in excess of \$11 million for 9 counties in Eastern New York. AI responded immediately with 36 staff, writing 160 PWs for the estimated \$3 million in damages. Maddaloni served as the State Information Specialist during this disaster.

New York State: 3299-EM-NY Snow, 2008 — Severe snowstorm struck 16 counties in Eastern and Southeastern New York dropping enough heavy snow making roads impassable and fallen tree debris created an extreme hazard to life and property. A massive winter storm that impacted most of the northeastern United States produced record and near record snowfall during the period of December 11-15, 2008. A presidential declaration on December 18 made federal funding available for emergency protective measures, including snow and debris removal. AI responded immediately with 36 staff, writing 160 PWs for the estimated \$3 million in damages. During this deployment, Maddaloni served as the Lead PAL for all state agencies within the 16 county disaster area.

New York State: 1692-DR-NY Severe Storms and Inland and Coastal Flooding, 2007 — The April '07 Nor'easter made its way across the continent and stalled for four days just outside New York City, where it continued to strengthen. The lowest barometric pressure recorded was 958 millibars, equivalent to that of a moderate Category 3 Hurricane. The National Weather Service reported 7.57 inches of rain in Central Park by midnight of April 15, the second heaviest rainfall in 24 hours on record—and the worst flooding since Hurricane Floyd in 1999. Adjusters International deployed 110 consultants to the 13 counties included in the Federal disaster declaration for Public Assistance. Maddaloni served as the Deputy Project Manager for the disaster. Damages were estimated at \$88.5 million and AI wrote over 2000 PWs in response to this disaster.

New York State: 3273-EM-NY Snow, 2007 — A massive winter storm that impacted most of the eastern half of the United States combined with lake effect squalls to produce record and near record snowfall during the period of February 2-12, 2007. Parts of upstate New York received over 12 feet of snow over the course of a few days, leaving road crews with the task of clearing snow piled as high as street signs. A presidential declaration on February 23 made federal funding available for emergency protective measures, including snow removal. AI responded immediately with 8 staff, including Maddaloni who served as the Lead PAL for all state agencies for this disaster. The AI team wrote 160 PWs for the estimated \$3 million in damages.

New York State: 1670-DR-NY Severe Storms and Flooding, 2006 — Flash flooding over a period of two days led to nine New York counties being declared for Federal assistance. AI conducted two preliminary damage assessments (PDAs) that led to federally funded recoveries for both the FEMA Public Assistance Program and the FEMA Individual Assistance Program. Damages were estimated at \$30 million and a total of 1216 Project Worksheets were written for the disaster, with 22% of these including additional Hazard Mitigation projects. 79 AI consultants were deployed for the recovery. During this deployment, Maddaloni served as Lead PAL for state agencies.

New York State: 1665-DR-NY Severe Storms and Flooding, 2006 — Buffalo, New York, is known for its snowfall, but a rare Fall storm that blanketed the area on October 13, 2006, brought with it two feet of snow and a state of emergency declared by the State, and quickly thereafter a Federal emergency, EM-3268. Adjusters International deployed 12 consultants within 12 hours to conduct the Preliminary Damage Assessment, completing work within three days. Federal disaster declaration 1665, with damages in categories A-G and affecting four counties, was declared on October 24, 2006, and was estimated to reach nearly \$134 million. AI positioned 17 personnel within 24 hours of the Federal declaration, quickly expanding to a team of 28 consultants. Maddaloni was deployed as the Lead PAL for state agencies during this disaster. Early sample projects included a PW for \$700,000 in debris removal. The bulk of damage was related to debris.

New York State: 1650-DR-NY Severe Storms and Flooding, 2006 — Declared July 1, 2006, 1650-DR-NY was the largest NYSEMO disaster that AI had handled since the



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relationship for emergency standby services was initiated in early 2004. 1650 required the deployment of nearly 150 AI consultants responding to a disaster that included an estimated \$500 million in total damages. Adjusters International's active outreach efforts resulted in a 24% increase in the number of Applicants participating in the Public Assistance program for this disaster. Our focus on Hazard Mitigation also brought nearly \$30 million in additional funding. As part of the AI team, Maddaloni was the Lead PAL for state agencies.

Professional Qualifications

Emergency Management Institute Coursework:

IS-00001	Emergency Manager: An Orientation to the Position
IS-00003	Radiological Emergency Management
IS-00005.A	An Introduction to Hazardous Materials
IS-00007	A Citizen's Guide to Disaster Assistance
IS-00008	Building for the Earthquakes of Tomorrow
IS-00008.A	Building for the Earthquakes of Tomorrow
IS-00010	Animals in Disaster, Module A
IS-00011	Animals in Disaster, Module B
IS-00015.A	Special Events for Contingency Planning for Public Safety Agencies
IS-00018	EEO Course
IS-00019	EEO Supervisor Course
IS-00022	Are You Ready? An in-depth Guide to Citizen Preparedness
IS-00030	Mitigation eGrants System for the Subgrant Applicant
IS-00055	Household Hazardous Materials - A Guide for Citizens
IS-00100	Introduction to Incident Command System
IS-00102	Deployment Basics for FEMA Response Partners
IS-00111	Livestock in Disasters
IS-00120	An Orientation to Community Disaster Exercises
IS-00120.A	An Introduction to Exercises
IS-00130	Exercise Evaluation & Improvement Planning
IS-00139	Exercise Design
IS-00197.SP	Special Needs Planning Considerations for Service and Support Providers
IS-00200	ICS for Single Resources and Initial Action Incidents
IS-00208	State Disaster Management
IS-00230	Principles of Emergency Management
IS-00235	Emergency Planning
IS-00240	Leadership and Influence
IS-00241	Decision Making and Problem Solving
IS-00242	Effective Communication
IS-00244	Developing and Managing Volunteers
IS-00250	Emergency Support Function 15 (ESF15) External Affairs
IS-00253	Coordinating Environmental and Historic Preservation Compliance
IS-00271	Anticipating Hazardous Weather and Community Risk
IS-00275	The EOC's Role in Community Preparedness, Response and Recovery
IS-00279	Engineering Principles and Practices for Retrofitting Flood-Prone
IS-00288	The Role of Voluntary Agencies in Emergency Management
IS-00292	Disaster Basics
IS-00301	Radiological Emergency Response
IS-00302	Modular Emergency Radiological Response Transportation Training
IS-00317	Introduction to Community Emergency Response Teams
IS-00324	Community Hurricane Preparedness
IS-00331	Introduction to Radiological Emergency Preparedness (REP)
IS-00340	Hazardous Materials Prevention
IS-00346	An Orientation to Hazardous Materials for Medical Personnel
IS-00362	Multi-Hazard Emergency Planning for Schools
IS-00386	Introduction to Residential Coastal Construction

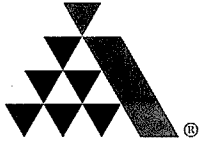


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IS-00393	Introduction to Hazard Mitigation
IS-00393.A	Introduction to Hazard Mitigation
IS-00394.A	Protecting Your Home or Small Business From Disaster
IS-00546	Continuity of Operations (COOP) Awareness Course
IS-00547	Introduction to Continuity of Operations (COOP)
IS-00630	Introduction to the Public Assistance Process
IS-00631	Public Assistance Operations I
IS-00632	Introduction to Debris Operations in FEMA's Public Assistance
IS-00650	Building Partnerships with Tribal Governments
IS-00700	National Incident Management System (NIMS), An Introduction
IS-00701	Multiagency Coordination System (MACS)
IS-00702	National Incident Management System (NIMS), Public Information
IS-00703	NIMS Resource Management
IS-00706	NIMS Intrastate Mutual Aid an Introduction
IS-00706	NIMS Intrastate Mutual Aid an Introduction
IS-00775	EOC Management and Operations
IS-00800.A	National Response Plan (NRP), an Introduction
IS-00800.B	National Response Framework, An Introduction
IS-00801	Emergency Support Function (ESF) #1 Transportation
IS-00801	Emergency Support Function (ESF) #2 Communication
IS-00801	Emergency Support Function (ESF) #3 Public Works & Engineering
IS-00801	Emergency Support Function (ESF) #4 Fire Fighting
IS-00801	Emergency Support Function (ESF) #5 Emergency Management
IS-00801	Emergency Support Function (ESF) #7 Logistics Management & Resource Support Annex
IS-00801	Emergency Support Function (ESF) #8 Public Health & Medical Services
IS-00801	Emergency Support Function (ESF) #9 Search & Rescue
IS-00801	Emergency Support Function (ESF) #10 Oil & Hazardous Materials Response Annex
IS-00801	Emergency Support Function (ESF) #11 Agriculture & Natural Resources
IS-00801	Emergency Support Function (ESF) #12 Energy
IS-00801	Emergency Support Function (ESF) #13 Public Safety & Security Annex
IS-00814	Emergency Support Function (ESF) #14 Long Term Community Recovery
IS-00860	Intro to National Infrastructure Protection Plan (NIPP)
IS-00870	Dam Sector: Crisis Management
IS-01900	NDMS Federal Coordinating Center Operations

Additional FEMA training:

N-137	NEMIS Data Tech
N-139	NEMIS Project Officer



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Education
A.A.S. Civil Engineering
Technology

Luanne Principe

Disaster Recovery Senior Consultant

Professional History

Luanne Principe brings over 15 years experience in the construction industry to the team of disaster recovery consultants at Adjusters International. As a project manager and former business owner of a full-service masonry subcontracting company that operated out of the New York tri-state area on projects ranging in scope from \$50,000 to \$2 million, Principe brings a full understanding of all phases of construction administration from estimating to completion. Principe has provided daily project management that includes certified payroll, project coordination, purchasing, and safety regulations.

Since coming to work for Adjusters International in 2006, Principe has developed a specialization in hazard mitigation grant administration, working with clients such as the City of Marble Falls, City of Copperas Cove, Jefferson County and Coryell County in Texas. She was assigned as 406 Hazard Mitigation Specialist for DR-1670-NY and DR-1692-NY, in which role she reviewed and made recommendations for 406 mitigation projects, prepared Benefit Cost Analyses (BCAs) to ensure cost-effective solutions, assisted Public Assistance staff and applicants with mitigation proposals, monitored FEMA's Hazard Mitigation queue for three disasters, and oversaw codes & standards upgrades. She is experienced in Benefit Cost Analysis and has prepared numerous successful 404 HMGP applications for a range of projects such as acquisition, generators, and storm water drainage improvements. She has established working relationships with the State of Texas Governor's Division of Emergency Management and the New York State Mitigation Office.

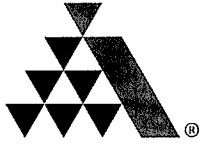
In addition to her mitigation experience, Principe also has broad experience with waste water treatment facilities, having worked with the City of Binghamton and the Village of Johnson City during disaster DR-1650-NY, as well as the Cities of Marble Falls, TX and Burlington, IA.

Principe's broad knowledge and understanding of the FEMA's Hazard Mitigation program, has provided the basis for her technical writing. She is most recently published in *Disaster Recovery Today* authoring the article, "Mitigation Measures: Sound Investments in Disaster Recovery?"

Disaster Experience

Minot Park District, North Dakota, August 2011 – Present — Adjusters International was engaged to provide FEMA Grant Management Services to the Minot Parks District in response to an anticipated \$20 million in damages following flooding of the Souris River from February through July of 2011. Principe is currently part of the AI staff working with various department directors to review the extent of flood-related damages and coordinate and strategize eligible funding sources, as well as obtaining Section 406 Hazard Mitigation funding. Severe damage occurred at multiple locations on park properties, including the Roosevelt Park Zoo, Souris Valley Golf Course, Corbett Field Baseball Park, Oak Park, and the horticultural greenhouses built to house special species of plant. PWs for several of these projects will require particular attention to FEMA policies related to special considerations such as historical, floodplain and insurance issues.

New York State: 1899-DR-NY Severe Storms and Flooding, May – September 2010 — In response to a Nor'easter that ripped through nine southern tier counties in March 2010, Principe was deployed as a Project Officer to Westchester county assisting applicants their recovery from damages sustained in this storm. She worked with FEMA personnel on a large project to remove hazardous debris to reduce additional risk of flooding, along the Pocatonic River in the Town of Briarcliff Manor.



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City of Marble Falls, Texas, Summer Floods 2007 – Present — After the summer floods of 2007 which impacted 52 counties in Texas and again following the impact of Tropical Storm Erin, Principe guided the City of Marble Falls through the FEMA Public Assistance and HMGP programs. Successful projects included a 404 HMGP award for a project to purchase 12 properties, 11 residential and one commercial. Principe administered the grant from the beginning, which resulted in 75% voluntary participation (nine properties purchased). She participated in property owner transactions, negotiations and agreements; monitored demolition, disposal and restoration of open space; prepared and submitted all required state reports, including quarterly reports; prepared and tracked reimbursement requests; and maintained case management files.

Jefferson County, Texas, Hurricane Ike, September 2008 – Present — Based on the success we achieved for the County following Hurricane Rita, when our FEMA consultants worked in conjunction with the Jefferson County Emergency Management Team to oversee a project that identified in excess of \$54 million in FEMA Public Assistance funds, Adjusters International was immediately retained for both Public Adjusting and FEMA services to assist with the County's Hurricane Ike recovery. In addition to her work as part of the primary FEMA grant management consulting team, Principe was responsible for the preparation and submission of four (4) 404 HMGP applications.

New York State: 1857-DR-NY Severe Storms and Flooding, 2009 — Fierce thunderstorms and heavy rains resulted in flooding in Western New York and the subsequent declaration of five counties. Principe served as a Project Officer and worked with the Erie County DPW on projects to restore damaged roads that included several mitigation proposals to reduce the risk of future damage to these roads from flood events. She also worked with the Town of Eden on a project to restore an historic cemetery where plots were left exposed by the storm.

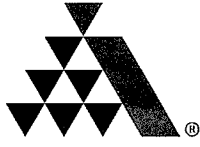
City of Burlington, IA, June 2008 Floods — As Project Manager for the City of Burlington, Principe led the team assisting the City to navigate their FEMA recovery following the unprecedented floods of June 2008. Complications for the City's recovery included numerous historical, floodplain, and insurance considerations.

City of Batesville, Arkansas, 2008 Severe Storms and Flooding — Principe served as a key member of AI's Team, guiding the City of Batesville through its financial recovery following severe storms in early 2008.

City of Copperas Cove and Coryell County, Texas, Summer Floods 2007 — After the summer floods of 2007 which impacted 52 counties in Texas, Principe was part of the consulting team that assisted the City of Copperas Cove and Coryell County to develop and submit their HMGP grant applications for a total of seven storm water drainage improvement projects. This process included assisting these applicants to implement their hazard mitigation plans, coordinating with engineering staff and performing BCAs on the impacted properties. Working closely with the State and FEMA, work scopes and cost estimates were developed for projects that have been viewed favorably in this highly competitive process.

New York State: 1692-DR-NY Severe Storms and Inland and Coastal Flooding, 2007 — The April '07 Nor'easter made its way across the continent and stalled for four days just outside New York City, where it continued to strengthen. Principe served as a Mitigation Specialist on this engagement providing review and technical assistance on hazard mitigation proposals. Over 2000 Projects Worksheets were written for damages in response to this disaster.

New York State: 1670-DR-NY Severe Storms and Flooding, December 2006 – April 2007 — Principe worked as a Mitigation Specialist for New York counties designated by federal declaration DR-1670-NY in December 2006. During this disaster Principe



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Luanne Principe, *cont.*

facilitated the Hazard Mitigation Proposal and prepared the Benefit Cost Analysis for Our Lady of Lourdes Hospital which was awarded \$5.2 million in Hazard Mitigation funding for a floodwall. Principe also participated as a key member of the Waste Water Treatment Strike Team for projects to restore the heavily damaged Binghamton-Johnson City Joint Sewage Treatment Plant.

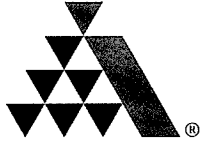
New York State: 1665-DR-NY Severe Storms and Flooding, 2006 — Principe was deployed within 12 hours on a team of 12 Consultants working to conduct the Preliminary Damage Assessment(PDA) for both Public(PA) and Individual Assistance(IA). Principe was assigned to the team conducting the PDA for IA, completing work within three days. These efforts resulted in a disaster declaration for both Public Assistance and Individual Assistance in four affected counties.

New York State: 1650-DR-NY Severe Storms and Flooding, 2006 — Declared July 1, 2006, 1650-DR-NY was the largest NYSEMO disaster that AI had handled since the relationship for emergency standby services was initiated in early 2004. Principe served as a Public Assistance Liaison/Project Officer and Mitigation Specialist in Albany for this disaster. Our focus on Hazard Mitigation also brought nearly \$30 million in additional funding to strengthen the infrastructure of these communities and the State.

Professional Training

Emergency Management Institute Coursework:

IS-00001	Emergency Program Manager – An Orientation to the Position
IS-00010	Animals in Disaster, Module A
IS-00011	Animals in Disaster, Module B
IS-00100	Introduction to the Incident Command System
IS-00100.b	Introduction to Incident Command System ICS-100
IS-00100.Fwa	Introduction to the Incident Command System for Federal Workers
IS-00200	ICS for Single Resources and Initial Action Incidents
IS-00208	State Disaster Management
IS-00230	Principles of Emergency Management
IS-00235	Emergency Planning
IS-00242	Effective Communication
IS-00253	Coordinating Environmental and Historic Preservation Compliance
IS-00279	Engineering Principles and Practices for Retrofitting Flood-Prone
IS-00288	Role of Voluntary Agencies in Emergency Management
IS-00292	Disaster Basics
IS-00318	Mitigation Planning for Local & Tribal Communities
IS-00393	Introduction to Hazard Mitigation
IS-00403	Introduction to Individual Assistance (IA) (DF-10)
IS-00547	Introduction to Continuity of Operations (COOP)
IS-00631	Public Assistance Operations I
IS-00632	Introduction to Debris Operations in FEMA's Public Assistance
IS-00634	Introduction to FEMA's Public Assistance Program
IS-00700	National Incident Management System (NIMS), An Introduction
IS-00701.a	NIMS Multiagency Coordination System (MACS)
IS-00775	EOC Management and Operations
IS-00800.B	National Response Framework, An Introduction
IS-00801	Emergency Support Function (EMF) #1 – Transportation
IS-00803	Emergency Support Function (EMF) #3 – Public Works and Engineering
IS-99999	FEMA ERO-Diversity-Sexual Harassment Training
N-137	NEMIS Data Tech
N-139	NEMIS Project Officer
	Benefit Cost Analysis Training
	EMMIE Training



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Additional Professional Experience

Marquise Construction & Development Corp. – Thornwood, NY (2004-2008)

Project Manager

- Provided project management for newly established site work contractor
- Performed all administrative duties from estimating to completion
- Oversaw numerous simultaneous projects; tracked progress and scheduling
- Maintained budgets, recordkeeping and coordination

Division 4, Inc. – Peekskill, NY (2000-2003)

President

- Owned and operated a full-service masonry subcontracting company
- Provided all phases of construction administration from estimating to completion
- Managed projects ranging from \$50,000 to \$2 million
- Supervised union employees
- Provided daily project management, including but not limited to coordination, safety regulations, purchasing and certified payrolls

Tri-State Building Contractors – Thornwood, NY (1995-2000)

Projects Administrator

- Controlled and supervised all daily operations of a masonry contractor
- Performed all administrative duties to operate and fabricate projects in the tri-state area
- Attended pre-bid meetings as well as weekly project meetings
- Endured the struggles of corporate bankruptcy to produce a highly recommended subcontractor

Luanne Principe Professional Services – Yonkers, NY (1992-1995)

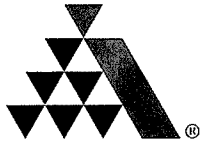
Administrative Contractor

- Provided many subcontractors with part-time office management
- Acquired several different trade clients including painting, woodworking, electrical and masonry to establish a respected independent contracting service
- Performed estimating take-offs, payroll, proposal development and customer relations

Century Mirror and Glass – Bronx, NY (1988-1992)

Project Manager

- Established and maintained commercial and residential installations



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Education

A.A.S. Mechanical
Technology,
Auburn Community
College

Professional Certification

Certified Construction
Manager

LEED Accredited
(USGBC)

Professional Memberships

ASHRAE (Board
Member)

ASPE

CSI (Board Member)

Martha L. Hahn, CCM

Construction Manager, Disaster Recovery Consultant

Professional History

Martha L. Hahn is a Certified Construction Manager with an extensive background in mechanical, plumbing, fire protection, HVAC design, CADD technology, Project Management and Construction Management. She has worked on commercial, industrial, educational and health care facilities and has definitive experience with codes compliance, Whole Building Design, and construction documents and specifications. Hahn completed her Construction Management Certification through the 4PM Project Management Certificate and Training Program. 4PM's courses have been reviewed and approved by the Project Management Institute (PMI); and the Institute is a PMI Global Registered Education Provider. To achieve certification, Hahn completed coursework in both Essentials of Construction Management and Advanced Construction Management. This certification complements Hahn's professional background in Project Management, enabling her to manage projects from the initial grant application stage through design and construction and on to final closeout and audit – ensuring compliance with FEMA funding requirements from beginning to end.

Disaster Experience

State of Alaska: 4054-DR-AK Severe Winter Storms and Flooding, 4054-DR-AK Severe Storm, February - March & June - August 2012

— A severe storm in November 2011 brought blizzard conditions with sustained winds of 100 mph which resulted in surging seas and flooding along the west coast of Alaska. A federal disaster declaration was issued on December 22, 2011. A second storm followed almost immediately and a second declaration was issued On February 12 for the Kenai Peninsula Borough making aid available, for categories A - G, to supplement state and local recovery efforts. Deployed as part of the AI team, Hahn is serving as a Public Assistance Specialist, participating in Applicant's briefings, holding kick-off meetings, site visits to assess damages and PW formulation and review. Hahn returned to Alaska in June to complete site visits and PW's for damaged facilities that were inaccessible during the winter months.

State of Louisiana, BP Oil Spill, January 2011 – Present — Hahn was selected to an elite dedicated team providing financial support to assist the State of Louisiana to determine the overall financial impact to the state resulting from the BP Oil Spill. Hahn was hand-picked due to her project management expertise and her extensive knowledge of working with applicants following a federally declared disaster.

New York State: 1857-DR-NY Severe Storms and Flooding, September 2009 – February 2010

— Hahn served as a Project Specialist assigned to nine applicants and assisted in developing more than 80 PWs. Responsibilities included project formulation, project worksheet writing, and providing eligibility guidance to applicants. This disaster was declared September 1, 2009 after severe storms caused devastating flooding, tornados and high wind damages during the period of July 25 to August 16, 2009. Preliminary Damage Assessments were estimated at nearly \$61 million.

New York State: 1827-DR-NY Severe Storms - Icing, Downed Trees and Power Lines and Substantial Flooding, January 2009 – August 2009

— Hahn was a member of the Adjusters International team responding to ice storm damages to eight counties in upstate New York, working as a Project Officer assigned to Schoharie and Columbia Counties. Hahn generated approximately 250 project worksheets for emergency responses, debris removal, flooding damages and ice damages. Hahn provided in-field training and oversaw the work of three members new to the AI staff while on this assignment.



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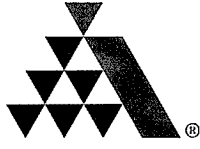
New York State: 1710-DR-NY Severe Storms and Flooding, 2007 — Eight inches of rain in a matter of hours brought a night of flash flooding to counties that were still recovering from severe flooding the year before. Floods washed out bridges, communication lines, and buildings. A declaration was issued for three counties, and Adjusters International responded immediately, deploying 20 consultants to assist applicants navigate the process. Damages were estimated at \$1.5 million, with 22% of project worksheets receiving additional hazard mitigation funds. Hahn worked this disaster serving as a Public Assistance Liaison providing Sullivan, Ulster and Delaware Counties with expertise on Hazard Mitigation and Historic special consideration issues. Responsibilities included working with municipalities to help with the preparation of project worksheets through assessing damages, capturing needed documentation, and cost analysis of damages.

New York State: 1692-DR-NY Severe Storms and Inland and Coastal Flooding, 2007 — The April '07 Nor'easter made its way across the continent and stalled for four days just outside New York City, where it continued to strengthen. The National Weather Service reported 7.57 inches of rain in Central Park by midnight of April 15, the second heaviest rainfall in 24 hours on record—and the worst flooding since Hurricane Floyd in 1999. Adjusters International deployed 110 consultants to the 13 counties included in the federal disaster declaration for Public Assistance. Damages were estimated at \$88.5 million and AI wrote over 2000 PWs in response to this disaster. Hahn served as the Public Assistance Liaison for Essex and Montgomery counties. Responsibilities included visiting damaged sites and assessment of damages, performing cost analysis for repair of both large and small projects, and writing project worksheets. Hahn also provided QA/QC for the review of project worksheets. She worked closely with the State Historic Department for historically sensitive damaged sites and also worked closely with FEMA's mitigation team to ensure that mitigation was possible for the damaged facilities in the local municipalities.

New York State: 1670-DR-NY Severe Storms and Flooding, December 2006 – April 2007 — AI was involved immediately following the November 16-17 storms, which caused flash flooding and related damages. For the Public Assistant program, AI wrote 1,216 project worksheets totaling \$30 million. Forty-three AI consultants were deployed for the recovery. Hahn worked as a Public Assistance Liaison for multiple counties in New York State. Responsibilities included visiting damaged sites and assessment of damages, performing cost analyses for repair of both large and small projects, and writing project worksheets. She worked closely with the State Historic Department for historically sensitive damaged sites and also worked closely with FEMA's mitigation team to ensure that mitigation was undertaken, where applicable, for damaged facilities in the local municipalities.

New York State: 1650-DR-NY Severe Storms and Flooding, 2006 — Declared July 1, 2006, 1650-DR-NY was the largest NYSEMO disaster that AI had handled since the relationship for emergency standby services was initiated in early 2004. 1650 required the deployment of nearly 150 AI consultants responding to a disaster that included an estimated \$500 million in total damages. Entire towns were wiped out; utility systems had been completely destroyed in areas. The New York State Thruway had to close a 50-mile stretch due to the flood waters. Adjusters International's active outreach efforts resulted in a 24% increase in the number of applicants participating in the Public Assistance program for this disaster. Our focus on hazard mitigation also brought nearly \$30 million in additional funding to strengthen the infrastructure of these communities and the State. Hahn served as a Public Assistance Liaison for Hamilton and Herkimer counties. Responsibilities included outreach to municipalities, assessment of damages, cost analysis to repair damages to pre-existing conditions, writing scopes of work, and preparing project worksheets for FEMA's review and approval.

Jefferson County, Texas: 3261-DR-TX Hurricane Rita, January- April 2006 — Hahn served as a consultant on the AI team that identified in excess of \$54 million in



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FEMA Public Assistance funds. Hahn assisted in the documentation of damages, scope of work development, and project implementation, all with an eye to FEMA eligibility and program compliance. She also helped to coordinate with AI's public adjusters to obtain private insurance funds and public funding for the County.

Professional Training

Emergency Management Institute Coursework:

- IS-00100B Introduction to Incident Command System
- IS-00200B ICS for Single Resources and Initial Action Incidents
- IS-00208 State Disaster Management
- IS-00230 Principles of Emergency Management
- IS-00235 Emergency Planning
- IS-00240 Leadership and Influence
- IS-00241 Decision Making and Problem Solving
- IS-00242 Effective Communication
- IS-00253 Coordinating Environmental and Historic Preservation Compliance
- IS-00393 Introduction to Hazard Mitigation
- IS-00403 Introduction to Individual Assistance (IA) (DF-10)
- IS-00547 Introduction to Continuity of Operations (COOP)
- IS-00600 Special Considerations for FEMA PA Projects
- IS-00631 Public Assistance Operations I
- IS-00632 Introduction to Debris Operations in FEMA's Public Assistance
- IS-00634 Introduction to FEMA's Public Assistance Program
- IS-00650 Building Partnerships with Tribal Governments
- IS-00700A National Incident Management System (NIMS), An Introduction
- IS-00701.a NIMS Multiagency Coordination System (MACS)
- IS-00775 EOC Management and Operations
- IS-00800.B National Response Framework, An Introduction
- IS-00801 Emergency Support Function (ESF) #1 – Transportation
- IS-00803 Emergency Support Function (ESF) #3 – Public Works and Engineering
- FEMA 99998 - EMMIE Training - Grantee Overview
- N-137 NEMIS Data Tech
- N-139 NEMIS Project Officer

Additional in-house training:

- AI Introductory PA Course
- AI Advanced PA Course
- AI Close Out Administration
- AI Preliminary Damage Assessments

Additional Professional Experience

Knet Manager for Sustainable Development

Client: MWH Global (2002)

Manager for Sustainable Development Knowledge Base, helping share the knowledge of SD with the family of MWH Global.

Drainage Upgrade, Norwich, NY

Client: Proctor & Gamble Pharmaceuticals (2002)

Systems design and layout for campus drainage distribution system upgrades.

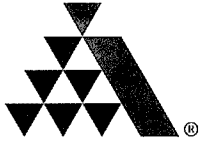
Retirement Community, Albany, NY

Client: First Columbia, LLC (2002)

Plumbing design, layout and specifications for four-story retirement apartment complex with swimming pool, public areas and full dining facilities.

Novartis Pharmaceutical Research & Development Building, Hanover, NJ

Client: MWH EPC / Design-Build (2001-2002)



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On loan to the MWH EPC/Design-Build Business Unit. Duties included review of cost proposals for work completed from subcontractors to Torcon (Construction Management Company) for Novartis' R&D facility, \$450 million design build project. Work entailed reviewing multi-issued drawings for Mechanical trades against billed cost of material and labor.

Skilled Nursing Home Facility, Cooperstown, NY

Client: County of Otsego (2001-2001)

Schematic design of plumbing for a two-story, 174-bed skilled nursing facility located on an 18-acre rural parcel. Coordinated and developed schematic design for services of fuel, well water needs, sanitary leach fields with outside site engineering firm. Provided QA/QC for contract documents for plumbing and fire protection.

Expansion of Wastewater Treatment Plant, McCormick, NY

Client: New York State Office of General Services (2001)

Systems design, layout and specifications for plumbing and HVAC for a 576-sq-ft Operations Building and 1728-sq-ft Water Treatment Building Enclosure located in rural New York State.

Site Chilled Water Upgrade, Norwich, NY

Client: Proctor & Gamble Pharmaceuticals (2001)

Systems design and layout for campus central chilled water distribution system upgrades, central chilled water plant free cooling system upgrades and snow melting system.

Kentucky Lock Expansion, Kentucky, USA

Client: U.S. Army Corps of Engineers (2001)

Member of a multi-office design team in charge of systems design and layout and specifications for plumbing and HVAC for the maintenance & hazmat buildings for the expansion of a lock system in Kentucky. Other tasks for the project included QA/QC of the visitor's center and team coordinator.

Office Complex, Syracuse, NY

Client: Bank of New York

Review of plumbing design for a 92,000-sq-ft design-build office complex, insuring all codes, specifications and design documents were coordinated and up to date.

Addition to Administrative Building, Peerskill, NY

Client: New York State Office of General Services – Division of Military & Naval Affairs

Plumbing design, layout and specifications for 2,500-sq-ft addition to Administration Building.

Office Facility Boiler Replacement, Franklin Lakes, NJ

Client: Merck-Medco (2001)

Mechanical designer and team leader for a 600,000-sq-ft office facility boiler replacement and boiler plant upgrades. The design required phased implementation to provide for complete replacement of existing boiler plan and all associated auxiliary systems without interruption of steam service. The design included three new 350 BHP, low emissions type steam boilers with dual fuel capacity, upgrades to the ventilation system and expansion of the boiler plant. Documentation included plans, sections, details, schedules, system flow diagrams and technical specifications.

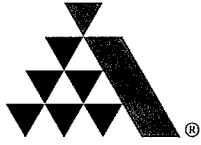
HVAC & Plumbing Systems for the Educational Studio, Auburn, NY

Client: Beardsley Design Associates (1999-2001)

Designed the HVAC and plumbing systems for the educational facilities as well as coordinated all mechanical codes. Designed geothermal system and sustainable development/design.

Various Mechanical Design Projects, Elmira, Rochester and Syracuse, NY

Client: Sear Brown Group (1996-1999)



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Served as the designer for HVAC departments at Elmira, Rochester and Syracuse; department stands coordinator; and project coordinator.

Various Mechanical Design Projects, Ithaca, NY

Client: Thomas Associates (1992-1996)

Served as a drafter and designer for the HVAC department, a member of the standards committee; and coordinated department standards.

Approach & Methodology

Project Understanding

The City of Duluth has been severely impacted by the rain event of June 21-22, 2012. Severe damage occurred at multiple locations on City properties, and several of these will require particular attention to FEMA policies related to special considerations such as historical, floodplain and insurance issues, as well as the grant and project management knowledge required to successfully carry out relocation projects with an eye to compliance with FEMA regulations. In our experience, unique issues facing the City will likely include the following:

- **50% Rule:** Several buildings within the City's properties may qualify for replacement under FEMA's 50% Rule. This leads to a variety of options, including issues related to improved project status, which requires careful management of the scope of work and close estimation of related costs, as eligible project costs will be capped at the initial estimate. Adjusters International will work closely with A&E contractors to ensure proper use of FEMA's Cost Estimating Format, which when used correctly has proven to be one of the best tools for estimating post-disaster project costs.
- **Floodplain Issues:** Remapping for National Flood Insurance Program requirements may occur following this disaster. This may raise complications for the City in terms of understanding their responsibilities to obtain and maintain insurance in relation to the new floodplain maps. AI consultants will work with the City to help educate staff regarding the issues involved and ensure understanding of programmatic requirements.
- **Insurance Issues:** Likewise, the damages to City facilities will require that FEMA's Obtain and Maintain insurance requirements be met for damaged facilities. An analysis will need to be done of the damaged structures, their existing policies, and their new requirements under FEMA and/or new floodplain maps in order for the City to understand its flood insurance obligations arising out of this disaster. The AI team's insurance expertise is unrivaled in this regard and will be made available to the City as needed.

Among the greatest challenges the City will face following this declared disaster are the additional administrative and technical burdens placed on staff. Just as there are multiple phases and disciplines required within the disaster lifecycle – Planning, Response, Recovery, and Mitigation – there are multiple phases within the long-term recovery process. There are also numerous demands for technical expertise that the City may be hard-pressed to meet, especially in situations where staff is already spread thin.

Long-term recovery begins with good planning and a well-coordinated response. The City's disaster recovery team will likely serve as a central coordinating body for the activities related to remediation and rebuilding. The City's successful recovery, however, rests on a foundation of solid financial recovery strategy and purposeful implementation. This requires specific expertise in the FEMA Public Assistance program that goes above and beyond the typical exposure of local staff.

Our consultants will provide the City with expertise and continuity throughout the recovery process, providing insights and recommendations regarding the pros and cons of various actions available to the City as they relate to and impact its available funding. This enables City decision-makers to operate with the best possible information and analysis in implementing their recovery strategy.

Our team will work with the City to prepare for and integrate best practices into its recovery, documentation and tracking processes. We will serve as the City's response and recovery support staff, providing damage assessment, grant management, project management, and disaster mitigation services; and coordinating the grant management process with the City's other funding sources to avoid duplication of benefits and help ensure that nothing gets lost in translation between different program requirements.

Larry Travis will act as the City's full-time, on-site Senior Consultant. Working with a City management contact, work tasks will be defined, documented, authorized, and executed following methodologies that allow the City to maintain close fiscal control over our contracted services.

Our staff understands the importance not only of cost controls and quality assurance, but of cash flow considerations and the necessity of coordinating and investigating multiple funding sources – particularly given current economic conditions. The AI team will endeavor to explore and secure available funding from all potential sources, and will at all times demonstrate fiscal responsibility in the execution of its contracted services.

Staff assignments will be made in conjunction with the work plan, the City's agreed-upon and documented requirements, and consideration of each project's needs. Staff time will be tracked to the task level to allow eligibility and allowability determinations under all potential funding sources to allow maximum reimbursement potential.

Our team will work with the City to develop a grant management recovery strategy that includes, but is not limited to, the following services as needed:

- Damage evaluation to public facilities and infrastructure in support of the comprehensive damage assessment process;
- Development of a comprehensive financial recovery strategy designed to maximize funding from all available sources, including FEMA Public Assistance, hazard mitigation, insurance, CDBG, and the State of Minnesota;
- FEMA Public Assistance program guidance with respect to eligibility, recovery strategy and options;
- Grant program management and support from damage assessment through closeout and audit;
- Developing and submitting FEMA grant applications and managing all such disaster-related grants, including building working relationships with federal, state and local agencies;
- Formulating project worksheets (PWs) that are fully coordinated with other funding sources;
- Technical advisory services related to flood recovery;
- Hazard mitigation measures and related project proposals; and
- Providing the City with assistance selecting and managing contract design and construction firms in support of reconstruction of public infrastructure and facilities.

As outlined in the following sections, we will work with the City to:

- accurately assess the disaster impact;
- develop a recovery strategy;
- oversee response and recovery activities;
- formulate projects that are synchronized with long-term recovery plans;
- gather and prepare documentation to support these projects;
- work with FEMA to develop PWs that thoroughly capture full damages and scopes of work;
- develop accurate cost estimates for every project to maximize the City's reimbursement;
- provide programmatic and policy advice and grant management support and guidance throughout the entire process;

-
- provide accurate, policy-based position papers and strategy for successful appeals, if they become necessary;
 - provide hands-on program training for key staff;
 - identify and recommend hazard mitigation project opportunities and formulate plans to utilize this funding source;
 - provide project management of design and construction throughout the rebuilding stage of recovery to ensure continued compliance with all funding requirements; and
 - work with the City through closeout and audit to ensure the fullest possible recovery from beginning to end.

Project Approach & Methodology

Principal Goals of the City's Recovery

We anticipate based on past experience that the principal goals of the City's financial recovery process are likely to be the following:

- Claim all damages that are eligible for FEMA
- Achieve satisfactory settlements with applicable insurance carriers
- Explore and develop, where feasible, strategies for obtaining Section 404 and 406 hazard mitigation funding
- Account for all disaster-related expenses to satisfy a future State, FEMA, and/or OIG audit
- Minimize the number of appeals required (appeals represent a lengthy process that can hold up funding indefinitely) by proactively identifying and addressing issues as they arise

To satisfy these goals, we intend to provide expert guidance to the City that allows decision makers to anticipate and address eligibility and funding issues; prioritize and formulate projects in a way that best suits the City's recovery plans; more effectively predict cash flow; and develop an integrated management plan and recovery strategy to move the process forward.

Support from Beginning to End

Our goal at all times is to provide guidance that allows the City to maximize its recovery under the FEMA Public Assistance program, coordinating this with the City's insurance claim(s). We also work with the City to document its projects in such a way that they meet FEMA's requirements during audits, final inspection and closeout.

Adjusters International will provide the City with broad-based support services designed to help maximize federal funding, expedite the process, and retain funds during the closeout audit. It is our experience that to fully recover what the City is due under the Stafford Act, there are multiple steps, processes and compliance issues to be addressed before completing project worksheets (PWs). Our approach is to assist the City to plan for and respond to FEMA's requirements, while helping City staff to become organized and efficient in the medium through the long term. We provide guidance and training regarding funding strategies to allow the City to make informed decisions in turbulent times.

Our consultants provide the City with constant communications, including regular reports and status meetings, and full information regarding progress and projects. Our invoices and supporting documentation are prepared with the needs of applicants in mind, and we work closely with the City's Finance Department to ensure that they have the supporting documentation they need when they need it.

Because the Public Assistance grant application process can involve an extended timeline, our experts remain available for phone consultations and in-person meetings upon request even after the need for a

steady on-site presence has ended. We are available to assist the City through any part of the process, from beginning to end.

Initial Assessment

For a total solution that addresses the City's complete financial recovery needs in any size or scope of disaster, it is essential to gain a quick understanding of the extent of the damages. In order to develop a meaningful funding strategy, we must begin by first preparing a needs assessment. Once we have reviewed the City's estimated damages and existing documentation, we work with the City's disaster recovery team to begin prioritizing projects and to develop a comprehensive funding strategy that encompasses both insurance proceeds and FEMA reimbursement.

During the preliminary assessment phase, we will attempt to:

- Gain an initial understanding of the extent and type of damage suffered by the City.
- Assist the City to review its emergency contracts and procurement procedures to ensure that these meet FEMA grant requirements and to suggest corrective action as necessary.
- Review the City's approach to capturing and documenting disaster-related costs, and advise the City regarding any modifications that may need to be made to accounting systems and documentation collection processes to ensure that these meet FEMA grant requirements.
- Identify permanent-repair projects that may qualify for hazard mitigation, code upgrades, improved project status, or alternate project consideration
- Review existing insurance policies and claims against them.
- Depending on the timing of our involvement, review impact of proposed insurance settlements on FEMA funding.
- Review PWs if they are prepared in this timeframe.
- Work with the City to solve any immediate, pressing issues.
- Provide an in-house training for department heads.

Once the needs assessment and an in-house training are completed, we will provide an oral presentation accompanied by a written report outlining our findings, along with recommendations for areas where the City may be most vulnerable with regard to obtaining and retaining its maximum financial recovery.

Typically at this juncture, we work with the City to review and prioritize projects, and then begin to implement our recommendations at the City's direction.

Putting the Applicant in Control

For a full and accurate financial recovery, it is vital that insureds and applicants take control of the process from the beginning. Adjusters International will work with City staff to ensure that processes and procedures are in place to perform accurate site inspections with both FEMA representatives and insurance adjusters. Our consultants have a thorough knowledge of irrigation and pumping stations, water control facilities, utilities, parks and recreational facilities, as well as buildings, equipment, contents, and other assets. Issues related to these types of facilities are encountered by every municipality that sustains a major disaster. Our long list of these clients means that our consultants are well-versed in the specifics regarding damages—apparent and hidden—sustained by these facilities, as well as available hazard mitigation opportunities. Our team will use its proven expertise to work with City staff to accurately and efficiently identify damages and proactively reach a common understanding of those damages with insurance adjusters and FEMA representatives.

In addition, we will put our thorough, hands-on knowledge of the entire grant management process, from preliminary damage assessment (PDA) to closeout, at the disposal of the City in order to better prepare key staff to respond to a disaster. We currently offer our modified and updated FEMA Public Assistance Basics course to States (grantees) and applicants throughout the United States as part of a

proactive disaster planning strategy. This training is regularly updated to reflect current best practices and lessons learned. Our team will work with the City to provide four (4) hours of disaster reimbursement training to key individuals responsible for providing assistance in the completion of FEMA Disaster Public Assistance Projects. The goal is to help the City's administrative and emergency response staffs prepare for the documentation, purchasing, and procedural requirements of the Public Assistance program.

Expert Guidance Regarding FEMA Eligibility & Project Formulation

Our team will work closely with the City to determine damages and review these for eligibility, actively flagging any questionable items to help ensure that the City receives the full amount it is entitled to under the Public Assistance program. In addition, we assist the City to implement an effective project formulation strategy and to track the development of project worksheets and any related change orders, paying close attention to the accurate and complete quantification of damages.

We have a thorough knowledge and understanding of the Stafford Act, Title 44 of the CFR, and related regulations, as well as their practical application. Our team is up-to-date on the latest FEMA guidelines and policy nuances, and we use this knowledge to help clients develop well-articulated and substantiated justifications for presentation to FEMA and the State. We are aware of variations of policy from state to state, which allows us to advocate effectively on behalf of our clients when it comes to questions of eligibility.

One of AI's core competencies is successfully guiding clients through the ins and outs of developing an appropriate grant management strategy, including determinations of how to organize projects, which to select for improved or alternate project status, and how to handle changes in scope as projects are implemented. What is best for the City's recovery and rebuilding is not always as straightforward as replacing damaged facilities exactly as they were prior to the storm. While the Public Assistance program was designed to accommodate this reality, the guidelines and parameters are open to interpretation. Adjusters International has proven experience when it comes to assisting clients with decisions on whether to repair or replace, how to fund required code upgrades, and what 406 hazard mitigation opportunities exist.

The FEMA Public Assistance program was designed to allow applicants flexibility in terms of balancing their cash flow needs against their ability to accurately estimate costs. FEMA gives applicants the ability to combine multiple damage sites and eligible work in a number of ways, including specific sites or facilities, type of damage, system, jurisdiction, method of work, work within a complex, or special considerations. AI will provide all the options to the City to allow staff to make informed decisions.

Small projects give applicants reimbursement based on an estimate of their costs to repair and mitigate damages, which is often desirable from a cash flow perspective. Large projects involve eligible work that exceed the stated threshold. Typically these are not only more costly, but also more complex to manage and estimate than small projects. The AI team works closely with clients and FEMA to formulate large projects, work through any special considerations involved, and to provide any technical specialists necessary for successful and accurate formulation. Large projects require knowledge of eligibility issues, and a firm understanding of the CEF (cost estimating format) process. AI provides CEF training to our own staff, so the City is always assured of skilled support in the area of accurate post-disaster cost estimation. Additionally, any changes in scope are handled immediately in coordination with the State and FEMA to avoid de-obligation issues during closeout and audit. We also work closely with the City to ensure that decision makers understand the financial implications and documentation requirements under the FEMA Public Assistance program when pursuing alternate and/or improved projects.

Adjusters International is aware of the pros and cons of small, large, alternate and improved projects and can successfully guide applicants through the process of developing their funding strategy, preparing accurate scopes of work and cost estimates, and developing the PWs for these projects.

Maximizing Hazard Mitigation Opportunities

When it comes to developing successful 404 and 406 Hazard Mitigation proposals, our team's proven expertise is unsurpassed. Hazard mitigation funding is one of the most often overlooked aspects of the Public Assistance Program. Our team is trained to recognize and suggest hazard mitigation opportunities at all stages of the project, and to educate clients regarding hazard mitigation opportunities. We can work with the City to take advantage of this additional funding to strengthen and improve infrastructure, taking every opportunity to protect against future damage.

Our team is comprised of experienced staff members who have assisted numerous local and state agencies with the preparation of hazard mitigation proposals for strategies designed to reduce or eliminate impacts sustained by disasters. Our experience includes prioritizing mitigation strategies for repetitive and severe repetitive loss properties, including elevation, retrofit, and acquisition programs; as well as identification and project scoping of drainage improvements projects, including hydrologic and hydraulic evaluation of drainage systems that provide identification of deficiencies and recommendations to improve the conditions of the system, and drainage inventory maps.

We have assisted the majority of our clients through the grant process for both 404 and 406 hazard mitigation funds. For example, we have provided HMGP grant administration services to the cities of Marble Falls, Copperas Cove and New Braunfels, and Jefferson and Coryell counties in Texas, as well as the New Orleans Sewerage and Water Board in Louisiana. For Marble Falls, the successfully funded HMGP projects included a nearly \$1 million multiple-property acquisition and relocation project, which resulted in 75% voluntary participation (nine properties purchased). We have participated in property owner transactions, negotiations and agreements; monitored demolition, disposal and restoration of open space; prepared and submitted all required state reports, including quarterly reports; prepared and tracked reimbursement requests; and maintained case management files.

Capturing & Documenting Disaster-Related Costs

In addition to guidance regarding policy development and documentation, Adjusters International will work with the City's Finance department to ensure that disaster-related costs are properly captured. All payments that relate to a project must be tracked to the individual project worksheet. We will work with the City to develop a workable approach to filing and tracking costs, taking into account the resources and capabilities of the City as well as the requirements imposed by FEMA. Our team will work with the City to review contracts and purchasing documentation, as well as any documentation prepared to date at the time of our activation, to ensure that they fit within the eligibility guidelines of the FEMA Public Assistance program and to alert the City of any documentation or procedures that may jeopardize funding. We will work with key City staff to determine, capture and summarize eligible costs for selected departments and to reconcile payments to the proper PW to ensure accuracy and accountability during the closeout audit.

Adjusters International regularly works in close coordination with the various departments involved in the disaster recovery process, often stepping into a leadership role at the request of our clients to ensure that their financial recovery proceeds as smoothly as possible. Our knowledge of the entire FEMA Public Assistance program allows us to guide individual departments to solutions that are well coordinated with the entity as a whole.

Advocacy & Policy Guidance

Our role is to work as an advocate of the City, proactively addressing any misunderstandings or problems the City may have involving any aspect of eligibility, funding, or the program in general. Adjusters International is the only provider of emergency professional services that can state that its mission is to act exclusively as advocates for our clients. As such, we have dealt with representatives at all levels of FEMA, helping to clarify and challenge, when necessary, policies and procedures that proved—for grantees and applicants—too onerous or counter to the intentions of the Public Assistance program.

For example, our advocacy for our clients following the 2004 hurricanes encouraged the FEMA offices within the State of Florida to realign their entire approach to staffing, as well as shift their interpretation of several regulations and policies to create a smoother operation beginning in 2005. We have successfully clarified policy interpretations on behalf of clients up to the federal level, and following Hurricane Katrina were successful in advocating that the FEMA offices within the State of Mississippi accept the "Cost Estimating Format," a costing method for projects that accounts for rapid inflation in construction costs and which helped applicants (in addition to our own clients) throughout the state. Most recently, we have been actively involved in national-level conversations regarding FEMA's treatment of direct administrative costs under Disaster Assistance Policy 9525.9 Section 324 Management Costs and Direct Administrative Costs.

The FEMA Public Assistance program is based on specific regulations and policies entailing precise language. In advocating for a particular position on behalf of the City, the language in which the argument is couched becomes vitally important. Our consultants' thorough understanding of the underlying regulations, policy decisions, and issues involved in all levels of the grant management process allow us to serve as the City's advisors regarding the most effective approach to take when formulating a recovery strategy, couching eligibility arguments, and drafting correspondence to the State and FEMA.

Appeals are an important part of the Public Assistance program in that they allow applicants the opportunity to request that FEMA reconsider a determination regarding items such as eligibility, scope of work, or funding. Yet the appeal process can add months or even years to the timeline of a project. According to a December 2009 OIG report, the average processing time for first appeals is seven months, with second appeals extending the timeline an average of ten additional months; resulting in an appeal process that in some cases can span several years.

Thus the AI team makes every effort to ensure clear communication from the beginning, and to proactively identify special considerations and other contentious issues. We work toward swift resolution of disputes and issues, always seeking to clear up misunderstandings at the field level, *before* they enter the time-consuming appeals process.

If appeals become necessary, however, our team includes seasoned consultants such as Jeff Shaw and Peter Potemkin, with highly respected policy expertise, proven dispute resolution skills, and successful experience with the arbitration process. Our expertise in this area is such that we offer Dispute Resolution and Appeals consulting as stand-alone services to our applicant clients. We have guided numerous applicants through successful appeals. Our in-depth knowledge of the program allows us to provide accurate, policy-based recommendations regarding strategy and approach to successfully writing an appeal.

We apply our extensive experience with the FEMA appeals process to every situation, clearly outlining the strategy, issues involved, and estimated chances of winning each appeal so decision makers can come to an informed judgment about expending Tribe resources to pursue the items in question. Our successful track record regarding appeals speaks for itself, with several major FEMA policy-altering decisions in our favor. Most recently, we have assisted clients in Louisiana, Mississippi, Hawaii, Iowa and Minnesota to strategize their approach, develop and support strong policy-based arguments, and successfully navigate multi-million-dollar appeals for complex projects that had been previously de-obligated by FEMA.

Debris Monitoring & Management

The AI team, which includes our long-term strategic partner True North Emergency Management, has managed and monitored the removal of more than 12 million cubic yards of debris from public and private property in more than 50 communities following hurricanes, tornadoes, floods, wind storms, and severe winter storms. Many of these projects have included the removal of more than 1 million cubic

yards of debris. We have monitoring experience involving all types of disaster debris including vegetative, construction and demolition (C&D), hazardous trees, abandoned automobiles/vessels, marine debris, structure demolition, hazardous waste, asbestos, white goods, contaminated debris, and beach sand cleaning. Our extensive experience in managing contractors enables the AI team to manage debris removal contractors to the City's satisfaction. The AI team has a strong track record of full reimbursement of eligible debris removal and monitoring costs. We are committed to local hiring and training of debris monitors to support the local economy, as we have done in response to all previous disasters.

AI's strategic partner True North has developed a state of the art electronic load ticketing, data management, and reporting system. This system is able to operate fully without cell phone or data service in operation. All field monitors utilize an ultra-mobile PC customized with proprietary load ticketing software. Our data system is designed to handle large, complex projects, as well as simple Right of Way (ROW) projects. The value of our system is the ability to effectively manage numerous fields of data on complex projects, including Right of Entry (ROE) data. This can include names, addresses, signed forms, photos, GPS coordinates, inspections, eligibility, work dates, types of work, types of debris, FEMA visits, etc. The database will also be used to reconcile and process invoices from contractors and to manage the data from load tickets for accounting and auditing purposes.

Insurance Expertise & Claim Coordination

The insurance claim and the FEMA Public Assistance program are two separate funding sources that are intertwined. While insurance is the primary source of funds and FEMA is secondary, FEMA will fund uninsured items and offers other funding alternatives that are often overlooked. The complexity of working with the two programs is compounded by the overlap of the two. The City's ability to make informed decisions requires a thorough understanding of financial implications, both in terms of Public Assistance funding and the City's insurance claim.

The Adjusters International team is uniquely qualified in this arena. We have been providing public insurance adjusting services to policyholders for more than 27 years. We have over 40 offices throughout the nation and more senior and certified professional public adjusters on staff than any other organization of our kind. This knowledge gives us an in-depth and accurate understanding of the insurance component of financial recovery, providing the City an important edge when it comes to expediting the FEMA grant management process. Our Minnesota-licensed adjusters will provide public adjusting services to augment the City's efforts.

Our leadership position within the insurance adjusting industry is unrivaled. An understanding of the complicated language and the detailed extensions, exclusions, and negotiations involved in the insurance claim settlement process is critical to an accurate assessment of the portion of the City's recovery that will be covered by FEMA. This essential and often overlooked element is a key underpinning of a successful FEMA grant management strategy and is one of Adjusters International's core competencies.

Because FEMA views the insurance claim as an applicant's primary vehicle for financial recovery, much of the City's FEMA funding will hinge on its insurance settlement. Our professionals serve as part of the City's team, assisting in developing claim strategies, assessing and documenting damages, and preparing and settling claims. Our teamwork approach with the client throughout the entire claims process provides quicker identification of potential problems and prompts implementation of solutions.

Our methodology for measuring and documenting damages has been honed based on decades of experience. We pull together a team of specialists working under the direction of a lead adjuster to address the specific needs of each individual loss. Our building specialists prepare an estimate of the damages customized to the local market. Similarly, our Business Interruption and Extra Expense experts build financial models that are easily digested by an insurer's forensic accountants. Finally, we work with

the insured to assemble a comprehensive list of all damaged Business Personal Property and ensure that those items are valued appropriately.

Specific public insurance adjusting services provided include, but are not limited to, the following:

- Review and analyze all relevant insurance policies to determine all available coverage, policy strong points, and any potential gray areas for purposes of formulating a strategy for full recovery.
- View the loss locations with the City's department heads and facilities personnel to determine what emergency measures have been taken. Develop additional short and long-term strategies for logistical issues and evaluate the extent of losses.
- Meet with insurance company representatives to discuss mutual goals, issues of coverage, and advances made to the City for ongoing expenses and emergency funds.
- Meet with insurance company's "experts" to determine the scope of repairs necessary to restore the facility.
- Determine areas of disagreement or concern with insurance company's experts and the City's experts and proactively address their resolution.
- Review with the City's facilities personnel all specifications for the complete restoration of the facilities, including law and ordinance requirements to rebuild to current codes.
- Compile and track all extra expenses, including staff overtime, executive overtime, and expenses incurred to deal with all insurance-related issues, as well as FEMA public assistance and grant programs.
- Develop and value a line-item inventory of all damaged business personal property.
- Develop various "models" for business income losses in order to determine the best approach for projecting lost revenues and the period of indemnity for each.
- Develop a thorough and comprehensive claims package that is the standard of the industry and which will reflect all of the parts of the loss and comply with insurance policy condition and requirements.
- Strategize and deliver adjustment techniques that will reflect the position and attitudes of the City, and ensure an adjustment process that will expedite and maximize both the insurance claim and the FEMA recoveries.
- Provide guidance and review with appropriate City representatives of all claim packages prior to their submission to the insurance company in order to ensure the accuracy of specifications and pricing for each category of the loss.
- Be present as a member of the City's team for all significant meetings with the insurance company's adjuster, and/or their "experts." Facilitate the claim process by mitigating conflicts between insurance company and City.
- Review any and all offers, compromises, or settlement options with the City and make recommendations so the City is able to make prudent decisions relative to resolving the issues.
- Meet as often as necessary to keep City advised of formulated time frames and recommendations.
- Provide expert testimony to include financial analysis, quantification of the issues, as well as formal testimony in appraisals, mediations, trials and other forums.
- Coordinate with our Disaster Recovery Consulting team concerning any FEMA claims.

Project Management

Once project formulation and the initial grant applications are complete, it is the applicant's responsibility to oversee the design and construction stages of recovery to ensure that FEMA's eligibility requirements are followed at every stage of the rebuilding process. What appear to be simple decisions made during rebuilding can have unintended consequences resulting in a significant reduction of the City's final funding outcome. Adjusters International fills this knowledge gap, providing a seamless transition from project formulation to implementation to closeout. Our team includes seasoned project managers with construction, design and civil engineering backgrounds who step in to provide the City with project

management services and programmatic guidance related to the design and construction phases of the recovery process.

Our consultants serve as a centralized resource to facilitate interdepartmental coordination and communication and to assist the City with pre-construction project development and the procurement and management of A&E services. We help to evaluate construction contracts, construction cost estimates, and codes and standards. We assist with design and scope development, review of all A&E and contractor payment applications for acceptability, and document preparation and review. Our team makes routine site visits to evaluate progress, performance and compliance; provides verification and reporting, as well as appropriate documentation of activities; and attends progress meetings. We prepare and maintain detailed project files, reviewing all addenda for eligibility and compliance, and assist the City with change order processing and review. We coordinate and manage design and construction schedules; manage/oversee any required owner-furnished testing and inspection services; maintain schedules of documentation deadlines and construction milestones; and provide ongoing monitoring and status reporting to City, all with an eye to FEMA eligibility and compliance.

Assistance with Final Inspections, Closeout & Audit

When the City has completed all projects and drawn down reimbursement for all eligible costs, our consultants will work with City staff to finalize preparations for State/FEMA final inspections and audits. Under the Public Assistance program, project completion typically involves two separate processes: final inspection and final audit. Final inspection involves the reconciliation of the actual scope of work and costs incurred with the scope of work and costs approved by the PW. All large-project PWs are subject to a final inspection. In addition, a selection of small PWs will be inspected. Adjusters International will bring its extensive expertise in this area to bear on behalf of the City, working with City staff to ensure that the final inspection and audit requirements are anticipated from the beginning of the grant management process.

Management Plan

The management approach employed by Adjusters International is built on a foundation of hands-on experience and long-standing expertise in providing disaster recovery consulting services to counties, municipalities and applicants across the nation. The demonstrated success of our management approach for numerous similar disasters and clients further elevates Adjusters International as the ideal consultant to support the City's recovery efforts.

Our goal is to diligently work with City departments in organizing their documentation and information for current and prospective project worksheets (PWs). This information will be formatted and transmitted to FEMA and the State for PW formulation. We will also write PWs in coordination with FEMA in order to expedite the City's recovery process. As this process evolves, continuous evaluations will be made as to the progress of the City's recovery based on the compilation and submission to FEMA of documentation and information. Further staffing recommendations will be based on the level of progress achieved.

Our entire breadth of programmatic knowledge, disaster recovery experience and resources will continue to serve as an extension of the City's current staff effort, allowing City personnel to focus on their ongoing roles and responsibilities. Simply put, our expertise is your expertise. Our consulting team will be in regular contact with the City's management team to ensure that our management plan is continuously tailored to the precise organizational requirements of the City.

Our goal will be to work with City staff to shape our services to best meet the needs of the City. The resulting management plan will define how the City's recovery efforts will be executed in key areas, including the following:

Communication & Reporting

Throughout the course of the engagement, our team will maintain regular communication with the City representative(s) assigned to oversee our activities in accordance with an agreed-upon Communications and Reporting Plan. In addition to regular phone contact and in-person meetings, our reporting tools provide information specifically tailored to the information needs of decision makers.

Since we work exclusively for grantees and applicants, our tracking tools are tailored to their unique reporting requirements. Our Operations Resource Center (ORC), a web-based database and project management system, tracks the progress of program delivery. It is specifically designed to capture and report the information grantees need in a format that facilitates easy reporting to FEMA. All milestones of the process are recorded, providing an independent and timely source of measurement and reducing the City's reliance on FEMA reports. Automated reporting identifies trends that enable managers to understand the dynamics of the ongoing process. This software streamlines quality assurance, while highlighting issues of special concern so they can be addressed before they become problems. The ORC will be customized to meet the needs of the City's disaster recovery.

Our web-based Case Management System is updated and reviewed daily, thus keeping the City's representative(s) and AI project managers constantly informed of what is happening in the field. Our daily reporting capabilities help to ensure that issues are recognized and resolved promptly, and trends are proactively identified and addressed. This two-way communication also empowers our field staff to facilitate the sharing of information, best practices and creative solutions.

The AI team will work closely with representatives from FEMA, the City, and other key stakeholders to facilitate an effective, efficient grant management and closeout/audit process. Our team serves as a conduit to keep FEMA, the State, and the City in the loop at all times, coordinating activities and facilitating consensus through regular in-person meetings, conference calls, and written communication as necessary.

Quality Assurance

Adjusters International has adopted five key tenets for its employees to follow when conducting themselves on behalf of Adjusters International and its clients: **Professionalism, Advocacy, Ethics, Integrity, and Service**. These tenets are intended to provide the highest level of advocacy to the City, to exemplify Adjusters International's excellent reputation, and to provide extraordinary service.

Adjusters International relies on a cycle of continuous evaluation which includes assessing, strategizing, implementing, and verifying each major decision. Our principles and senior management are engaged daily in each engagement and review all activity for efficiency and potential improvements. Our vast past experience has set the bar for excellence in the disaster recovery industry and we strive to live up to our reputation in each and every engagement. Emphasis on continuous evaluation and improvement begins with the initial training of our personnel and will continue throughout this engagement. From engagement start to finish, the quality control cycle focus remains on the City, its satisfaction, and its long-term recovery.

Cost Control

Following contract award, new and continuing work tasks will be defined, documented, authorized and executed following methodologies that allow the City to maintain close fiscal control over our contracted services.

As we have already demonstrated, our staff understands the importance not only of cost controls and quality assurance, but of cash flow considerations and the necessity of coordinating and investigating multiple funding sources – particularly given current economic conditions. The AI team will endeavor to

explore and secure available funding from all potential sources, and will at all times demonstrate fiscal responsibility in the execution of its contracted services.

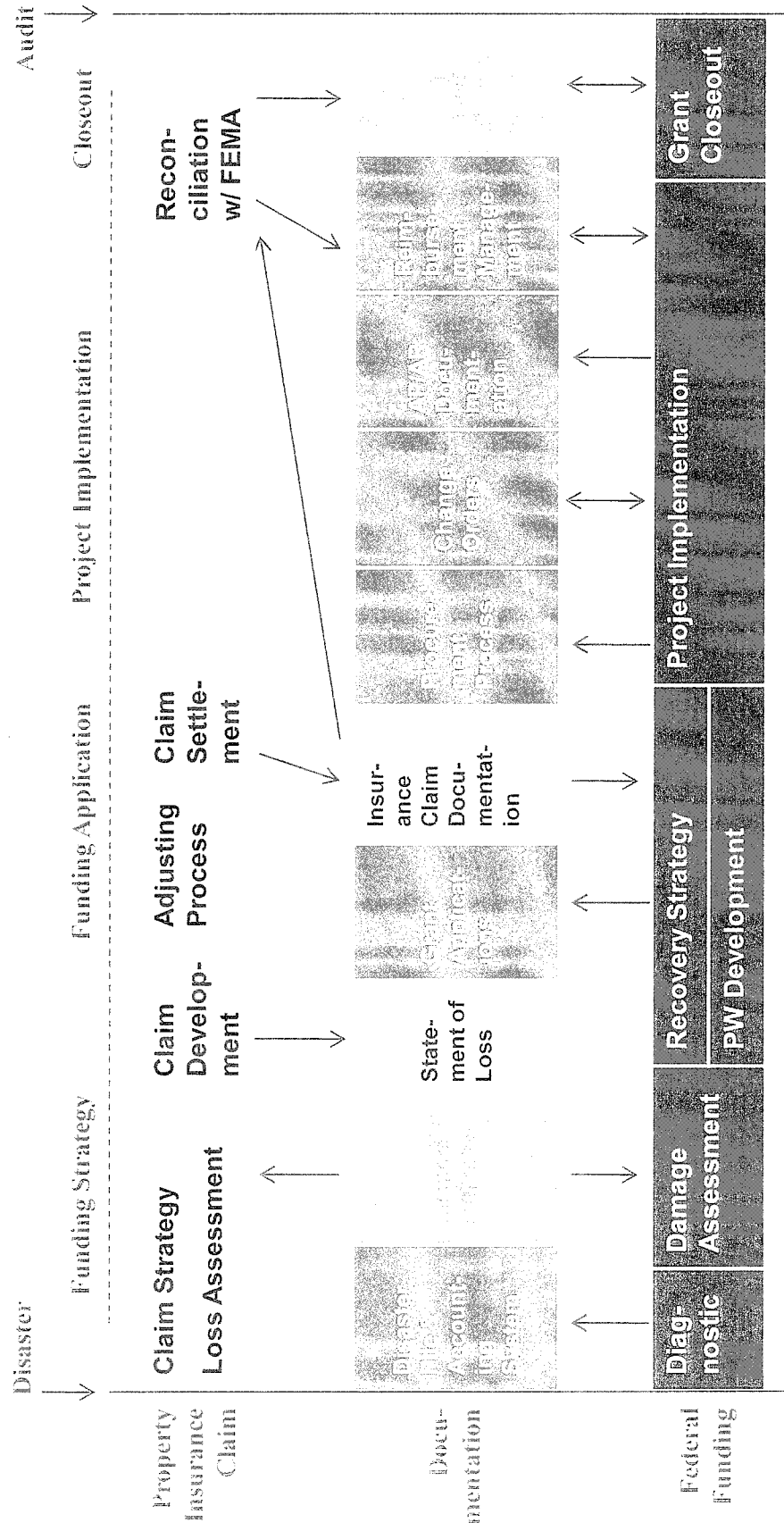
Our detailed and auditable time tracking system provides the appropriate levels of activity and project detail to meet FEMA's documentation requirements. Our comprehensive web-based accounting and tracking system has already been proven in the field, and our invoices are always backed by required levels of detail and direct/indirect cost breakdowns. Staff time will be tracked to the task level to allow eligibility and allowability determinations under all potential funding sources. All charges will be tracked based on anticipated funding source. Program eligible and allowable charges will be reported on a per-project basis to allow maximum reimbursement potential.

Date: Mon - 07/23	Project: MPD-01 - Minot Park District	County: Ward	Applicant/Department: Minot Park District
Task: Proj List Devel - Sub Applicant Site Identi		Project ID - Grant ID:	Hours: 0 Minutes: 0 <input type="button" value="Clear"/>
Date	Client/Proje	nty	Applicant/Department
	PW Manage & CloseOut - Eval/Esti Cost C	Task	Total
	PW Manage & CloseOut - Other Prog Mar		Site ID - Pi Gr
	PW Manage & CloseOut - Preparing PW V		
	PW Manage & CloseOut - Proj Cost Recor		

Guidance will be provided regarding the options and implications of formulating projects, especially when it comes to selecting improved or alternate project status, as the City evaluates and decides what direction to take regarding their damaged facilities. The City may decide to relocate instead of repairing existing facilities. Programmatic compliance will have to be met and full and accurate scopes of work and cost estimates prepared in order to maximize the City's funding to be applied to potential improved or alternate projects.

The following graphic demonstrates how financial recovery from and documentation for the two primary post-disaster funding sources, FEMA and insurance, are intertwined and integral parts of an applicant's recovery. As demonstrated in this proposal, the Adjusters International team is fully capable of successfully guiding the City through this process.

Disaster Recovery Process



Price Proposal

Our compensation will be based on hourly rates as presented in the table below. As this is an hourly engagement, the City has the flexibility to decide which tasks our team will assist them with. Consequently, the overall cost of this engagement is at all times subject to the City's desired level and length of our service.

Our typical methodology is to take a phased approach to engagements, generally breaking our work down into time periods of three to six months or by projects based on the work assigned and the changing needs of the City and providing estimates and timelines for that portion of work. An estimated dollar figure that is not to be exceeded without prior approval by the City is agreed upon. This allows the City to remain in complete control of its investment in our services at every stage of our engagement.

Our on-site hourly rates as presented include all overhead, profit and related operational expenses. Travel-related expenses will be billed to the City at cost. Expense reimbursement will include transportation, lodging, meals and incidentals. We will make every effort to keep expenses to a minimum, and encourage the City to assist us with this by any means available. To simplify billings, we are agreeable (and prefer) to establishing per diems that are agreeable to the both the City and our team as long as they accurately reflect the current economic conditions.

Professional fees will be invoiced for payment on a monthly basis. Because of AI's timekeeping system, some invoices may be for periods of less or more than thirty days. The following table presents Adjusters International's FEMA consultation rates by position, not including expenses, for positions associated with the services requested in the RFP.

Position	Price
Grant Management Consulting Services	
Consultant / Appeals Specialist	\$225
Technical Specialist / Subject Matter Expert	\$185
Senior Level Public Assistance Coordinator / Data Management / Project Management	\$155
Public Assistance Staff	\$125
Project Management Support	\$125
Debris Monitoring Services	
Project Manager / Operations Managers	\$77
Field Supervisors / GIS Analyst / Environmental Specialists / Billing, Invoicing & Data Managers	\$57
Project Coordinators / Collection Crew Monitors / Tower Monitors / Residential Drop-Off Monitors	\$39
Load Ticket Data Entry Clerks	\$28
Automated Ticketing Specialists	\$42
Administrative Assistant	\$28

Public Insurance Adjusting Fees

AI proposes to provide public adjusting services on a contingency basis. The benefits to the City of using an incentive-based fee are (1) there are no out-of-pocket expenses, thereby increasing cash flow at a time when revenues are reduced, and (2) it allows our team to earn our fees based on our success.

Upon review of the scope of insured damage, we will meet with City staff and agree on a sliding scale percentage of recovery from three (3) and seven (7) percent of the net insurance recovery after deductible – or hourly rates may be negotiated. In the case of a contingency-based fee, AI will absorb all expenses related to the preparation and presentation of the claim. This does not include any legal fees, should they become necessary. Our fee is due when the insurance proceeds are disbursed.

Attachments

- **Required Forms**
 - **52.209-5 FAR Certification**
 - **Certificates of Insurance**
- **True North Emergency Management Company Profile**

**52.209-5 FAR Certification Regarding Debarment, Suspension,
Proposed Debarment, and Other Responsibility Matters**

1. The Offeror certifies, to the best of its knowledge and belief, that the Offeror and /or any of its Principals:
 - A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.
 - B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and
 - C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.
2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.
 - A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of subsidiary, division, or business segment, and similar positions).
 - B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
 - C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror not responsible.
 - D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

- E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of \$25,000 with the Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.
2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed \$25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.
3. A corporate officer or a designee of the contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:
 - A. The name of the subcontractor.
 - B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.
 - C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.
 - D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Adjusters International, Inc.

Company Name

Authorized Signature

John Marini

Printed Name



CERTIFICATE OF LIABILITY INSURANCE

ADJUS-1

OP ID: MM

DATE (MM/DD/YYYY)

07/23/12

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER C. H. Insurance Brokerage Services Co., Inc. 100 Madison St, Suite 100 Syracuse, NY 13202-2704 CH Ins Brokerage Services Inc	315-234-7500 315-234-7508	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS: INSURER(S) AFFORDING COVERAGE INSURER A : Travelers Cas INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :	FAX (A/C, No): NAIC #
INSURED Adjusters International, Inc. 126 Business Park Partners Steve Surace 126 Business Park Dr Utica, NY 13502-6302			

COVERAGES	CERTIFICATE NUMBER:	REVISION NUMBER:
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.		

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			6809189M779	12/09/11	12/09/12	EACH OCCURRENCE \$ 1,000,000
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 5,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS	<input type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB	<input type="checkbox"/> OCCUR					EACH OCCURRENCE \$
	EXCESS LIAB	<input type="checkbox"/> CLAIMS-MADE					AGGREGATE \$
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						WC STATUTORY LIMITS <input type="checkbox"/> OTHER <input type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N	N/A				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
City of Duluth is included as an additional insured.

CERTIFICATE HOLDER	CANCELLATION
DULUTHC City of Duluth Room 100, City Hall 411 West First Street Duluth, MN 55802	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Joseph Conventions</i>

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ADJUS-1

OP ID: DO

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/23/12

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Gilroy, Kernan & Gilroy, Inc. 210 Clinton Road P.O. Box 542 New Hartford, NY 13413-0542 Robert Broccoli	315-768-8888	CONTACT NAME:	
	315-768-8600	PHONE (A/C, No, Ext):	FAX (A/C, No):
		E-MAIL ADDRESS:	
		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A : Twin City Fire	29459
		INSURER B :	
		INSURER C :	
		INSURER D :	
		INSURER E :	
		INSURER F :	

COVERAGES	CERTIFICATE NUMBER:	REVISION NUMBER:
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.		

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY						EACH OCCURRENCE \$
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
							GENERAL AGGREGATE \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG \$
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						\$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS	<input type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB	<input type="checkbox"/> OCCUR					EACH OCCURRENCE \$
	EXCESS LIAB	<input type="checkbox"/> CLAIMS-MADE					AGGREGATE \$
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	<input type="checkbox"/> Y <input type="checkbox"/> N	N/A	01WECLM7787	12/27/11	12/27/12	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER	CANCELLATION
CITY-17	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
City of Duluth Room 100 City Hall 411 West First St Duluth, MN 55802	AUTHORIZED REPRESENTATIVE

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True North Emergency Management Company Profile

Neel-Schaffer has been in business since 1983 and in 2010 reorganized its emergency management activities into True North Emergency Management, to focus on emergency preparedness, response and recovery. Neel-Schaffer has approximately 450 full-time employees. The employment of True North varies depending on the magnitude of disaster response in progress and often includes several hundred employees.

True North Emergency Management, a wholly owned company of Neel-Schaffer, focuses specifically on the company's Emergency Management and Debris Monitoring business. Services provided by True North include disaster debris monitoring, emergency management planning, safety, damage assessments, debris management planning, training and exercises. Their top priorities are client satisfaction, hiring local employees, and achieving full federal/state reimbursement. They are able to draw on the financial and personnel resources of Neel-Schaffer, while concentrating on emergency management services.

Neel-Schaffer, Inc. was founded in 1983 by W. Hibbett Neel, Jr., PE, and J. Gorman Schaffer, Jr., PE. They have a strong permanent operation in Florida focusing on engineering and emergency management. They are an employee-owned firm and have grown over the years to a staff of more than 418 professional and technical employees of which, 134 are graduate engineers, 112 are registered professionals and more than 20 of our employees have advanced degrees. They pride themselves in keeping a drug and alcohol-free work environment.

Neel-Schaffer is a multi-disciplined emergency management, debris management, engineering and planning firm with emergency management professionals, engineers, planners, and geologists. Listed below are the services they provide:

- Debris Removal Monitoring Emergency Management
- Planning Services Transportation Engineering
- Civil Engineering Environmental Engineering
- Damage Assessment Surveying Services
- Expert Witness Geotechnical Engineering
- Landscape Architecture Forensic Engineering
- Telecommunications Services Structural Engineering

The True North team will also be able to assist with emergency preparedness, planning, training, project development and damage assessments. They have experience in Emergency Management planning, such as Debris Management and Hazard Mitigation Plans and can provide resources and experience in conducting "table top" exercises for large- and small-scale disasters.

2011

ANNUAL REPORT TO THE STAFF



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2011

A YEAR OF FAST-PACED EVOLUTION

Over the years we have invested significant time and capital to develop and optimize our online presence. As the Internet grew and evolved, Adjusters International kept up with the many fast-paced changes, including social media. AI and AI Firms are now realizing many benefits from our collective Web presence. Previously we relied on our website mostly as a validation tool for our prospective clients. However, 2011 brought a noticeable increase in call-in business from clients who searched the Internet for public adjusting and/or FEMA grant assistance. In most cases we were not aware of the particular losses involved.

Moving forward, leveraging our Internet effectiveness will continue to be a key focus of our business development efforts to build our individual and corporate business and to further promote the AI brand. Recognizing the importance of technology and its application to our AI Firms, we established the AI Firms' IT Committee. This team works together to help identify and implement opportunities and applications for AI's Internet-based resources, which now drive the great majority of our sales and marketing initiatives.

Adjusters International's core mission has always been based on client advocacy. While we started with only public adjusting services, we later brought our advocacy perspective to



the FEMA consulting business. In 2010 and again in 2011, our services evolved to provide the same client-focused advocacy services for the State of Louisiana and its citizens to help with their recovery from the BP oil spill. This is yet another significant morphing of our fundamental public adjusting based services, similar to the unique Oklahoma City bombing and the Kuwait War Reparations engagements.

We continue to balance the extreme cycles of our disaster-sensitive business with the need to continue to invest in marketing programs and human resources, to take advantage of opportunities as they arise. We also strived to maintain our programs and services for our AI Firms.

Please take the time to review the attached *Annual Report* to the Staff. It covers the many accomplishments of our dedicated AI Corporate staff and it will provide a very comprehensive overview of a very evolving year at Adjusters International.

Thank you for everything you've done to help AI succeed.

Sincerely,



Ronald A. Cuccaro, SPPA
President & Chief Executive Officer

PROFESSIONAL SERVICES

ADJUSTING SERVICES

In 2011 Adjusters International was hired by 1,529 entities. Last year represents a 19 percent increase over 2010 when we obtained 1,284 engagements.

The obtained losses in 2011 were caused by the following perils:

Fire	573	37.5%
Wind	172	11.3%
Water	121	7.9%
Hail	142	9.3%
Flood	90	5.9%
Collapse	62	4.0%
Oil Spill	49	3.2%
Tornado	44	2.9%
Hurricane	37	2.4%
Other	239	15.6%

The losses were in the following industries:

Apartments	340	22.2%
Homeowner	182	11.9%
Hotel/Motel	105	6.9%
Restaurant/Tavern	93	6.1%
Retail Store	83	5.4%
Shopping Center/Mall	74	4.8%
Contractors	14	0.9%
Office	57	3.7%
Manufacturer	41	2.7%
Real Estate Management	41	2.7%
Condo Associations	40	2.6%
Entertainment/Recreation	34	2.2%
Warehouse	33	2.2%
Medical/Dental	27	1.8%
Auto Manufacturer/ Dealer/Supplier	26	1.7%
Government	24	1.6%
Seafood Industry	21	1.4%
Marine/Boating	20	1.3%
School	16	1.0%
Other	258	16.9%

DRC SERVICES

The DRC division added several new standby clients to its roster as a result of the sales & marketing team's efforts in 2011, including:

- Chatham County, Georgia
- City of Gulf Breeze, Florida
- State of South Carolina
- State of New Jersey (subcontractor)
- State of Virginia (subcontractor)

DRC Engagements Performed in 2011:

- D N & N Enterprises, LLC, Louisiana
- Audubon Nature Institute, Louisiana
- Minot Park District, North Dakota
- City of Minot, North Dakota
- Ward County, North Dakota
- Wadena County, Minnesota
- Union-Endicott Central School District, New York
- Town of Union, New York
- Town of Maine, New York
- Orange County, New York
- Derry Township Municipal Authority, Pennsylvania
- Unkechaug Nation (Long Island)
- Shinnecock Nation (Long Island)
- City of Gretna, Louisiana

Throughout 2011 AI continued to assist the State of Louisiana with the BP oil spill outreach interviewing various industry sectors affected by the spill, including: marina owners, hotel owners and fishing and wildlife organizations. Our team developed models and claim examples for use by the technical contractors who were hired to assist claimants in filing their business income claims with BP. Our relationship with the State Department of Administration continued to strengthen as a result of these efforts.

PROFESSIONAL SERVICES

DRC SERVICES CONT'D

In early 2011 the State of Louisiana requested an expansion of Adjusters International's services. AI was tasked to evaluate and report to the State of Louisiana regarding the time frame and impact on businesses, municipalities and the state as a whole. Our expanded services included support to all of the impacted local governments. The AI Corporate team was the successful respondent to an RFP for these expanded services. We continued to provide consulting services to the affected industry groups, technical assistance providers, and the State in regard to the Gulf Coast Claims Facility (GCCF) claims and the claims process.

We assisted the State of Massachusetts immediately after the spring tornados, helping them with a preliminary damage assessment and qualifying them for a presidential disaster declaration.

Following a change in FEMA policy regarding direct administrative costs, AI personnel went to work on projects for some of our existing Gulf Coast clients, supporting them in preparing documentation for reimbursement from FEMA for past administrative costs resulting from hurricanes Katrina and Gustav.

A DRC staff refresher course was held for AI DRC personnel in the spring of 2011. The three-day event took place at AI's Corporate headquarters for our reserve cadre and full-time employees, to ensure that they are up-to-date with ever-changing FEMA policies.

LETTERS OF RECOMMENDATION

In 2011 Adjusters International's satisfied clients provided over 100 letters of recommendation. In addition, AI Firms forwarded another 130 letters that had been received in previous years. As the result of this influx, our reference database now contains more than 1,500 recommendation letters and reference information for 6,400 clients to whom we have been of assistance.

AI was invited to attend a ribbon-cutting ceremony in Linn County, Iowa, in recognition of our key role in the successful relocation and rebuilding of one of their damaged facilities following the 2008 floods.

"This is to let you know that I will soon retire from the City of New Orleans. I am now on vacation and I have already transitioned my responsibilities (and e-mails) to others. My years with the Capital Projects Administration have enriched my life, and I have a great deal of pride and satisfaction in what I have accomplished.

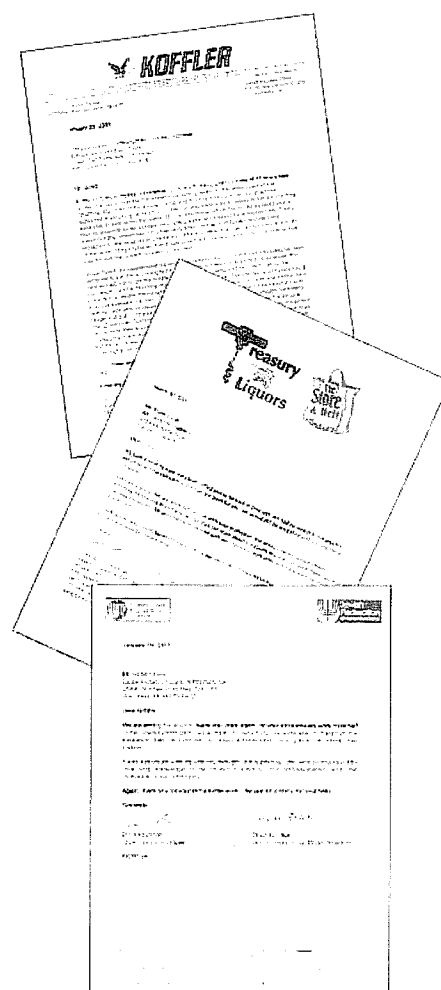
Needless to say, the past six years – following Hurricane Katrina and Federal Flood 2005 – have been the most difficult for me. During that time, the City faced unimaginable challenges, and needless recovery obstacles erected by federal representatives.

However, the enormous help the entire Adjusters International team provided to the City of New Orleans in those dark hours stands out in my mind. That tremendous support and positive lift that it gave to me personally and the City as a whole will not be forgotten. For that I want to again thank you all.

I will always fondly remember each and every one of you."

Kindest regards,

DANIEL B. BECNEL
CAPITAL PROJECTS ADMINISTRATOR
CITY OF NEW ORLEANS



PROFESSIONAL SERVICES

LETTERS OF RECOMMENDATION CONT'D

"We are writing this letter to thank you, once again, for your extraordinary work on behalf of the Jewish community. As a result of your efforts, we were able to maximize our insurance claim, and restore our beautiful Federation Building in a truly exceptional manner. ..."

SCOTT KAUFMAN
CHIEF EXECUTIVE OFFICER
UNITED JEWISH FOUNDATION

"... At the time of our fire, we were not familiar with your profession. We would now encourage others recovering from a loss to visit with you so they can learn about the claims process and some challenges that they may encounter. We were highly impressed with your honesty, work ethic and the ownership you took on our claim.

Thank you for your professionalism and for being our advocate. ..."

JUSTIN & TRACY HASTINGS
TREASURY LIQUORS AND THE STORE

"... The Greenspan Company/Adjusters International was responsible for getting me almost 100% more than was originally offered by the company experts. ..."

CHARLIE KOFFLER, CEO
KOFFLER ELECTRICAL MECHANICAL
APPARATUS REPAIR, INC.

"... In what could have been an untenable situation for us to handle, your team did an amazing job to help us rebuild in a timely manner. ..."

RICHARD COHEN
BUCKINGHAM PROPERTIES

BUSINESS DEVELOPMENT & MARKETING

BUSINESS DEVELOPMENT & MARKETING

ACTIVITIES TO OBTAIN AND SUSTAIN NEW BUSINESS

Last year AI's Corporate Office distributed some 6,162 qualified loss leads. "FYIs" – which are distributed to AI Firms but fall below our criteria for a significant loss lead — amounted to 5,275. In 2011, a total of 11,437 loss leads were distributed to AI Firms through our news retrieval program.

A monthly report to AI Firms continues to be sent by the AI Corporate Office, to track the distribution of white area losses, which remains part of the Firm's reporting requirements.

In an on-going effort to enhance our loss lead program, Adjusters International's Corporate Office staff began following leads through RSS feeds of news websites and Twitter Links in 2011. RSS (Really Simple Syndication) is a family of web feed formats used to publish frequently updated works such as blog entries, news headlines, audio and video, in a standard format.

A complete search of our database of news sites showed that over 75 percent have either an RSS feed or Twitter distribution capability. The RSS and Twitter feeds are generally released as the news is happening, versus when a story airs and is subsequently posted online. Our new custom-RSS reader software polls each lead source 16 times a day, approximately every hour and a half. From this effort we increased our leads by 56 percent, and are currently scanning 3,200 news sources every 90 minutes. The new program not only saves staff time, but allows us to better track existing news sources and their coverage, and to get the stories to AI Firms quicker, augmented by our extended distribution hours.



BUSINESS DEVELOPMENT & MARKETING

To better meet the needs of AI Firms, the DRC business development team expanded in 2011 with the addition of a Manager of Integrated Services. This role created additional synergies between the public adjusting and FEMA consulting divisions, with a focus on working to enhance AI Corporate's service to the Firms.



AI Corporate continued to integrate the AI Firms' sales and marketing efforts with those of the disaster recovery consulting business development team, through regular communication at Sales & Marketing Management Committee meetings and the formation of an Information & Technology Committee. Comprised of representatives of AI Corporate and each of the AI Firms, the IT Committee met in Chicago to improve our websites and social marketing processes. The first wave of updates to the AI website were completed, featuring the development of drop-down menus, improving the overall look and ease of use of the site, and better highlighting of our industry partnerships. The Committee also implemented a redesign featuring a more prominent phone number, "Have a Question" and "Live Chat" to promote direct prospect communication. In addition, LinkedIn, Facebook, and YouTube video enhancements were launched.

The AI Sales & Marketing Management Group met in May 2011. Their discussions included such topics as: catastrophe operations and other preparations for hurricane season, changes to the competitive landscape and ways that AI Corporate can expand its support of AI Firms.

After our contract with New York State expired in December 2010, the sales and marketing team contacted all 62 New York counties to alert them of AI's full capabilities and availability as a resource to support them directly following a disaster. This initiative was launched to take advantage of our past work within these municipalities. Our efforts resulted in numerous meetings, a seminar, and an invitation to speak at the Wayne County Public Officials Conference, a presentation which was highly praised and resulted in an invitation to return for additional trainings.

We continued to strengthen our relationships with a wide range of tribal nations via our attendance and presentations. Active tribal outreach efforts were implemented following summer flooding in Montana and North Dakota; and in Maine, Massachusetts, Connecticut and Georgia in response to Irene. In February 2011 we attended our first Native American Multi-Nation conference on the West Coast sponsored by ATNI (Affiliated Tribes of the Northwest Indians) which has within its membership 60-plus Tribal Nations spanning seven states. As a result of this involvement, we were invited to present a Total Solution® and a hazard mitigation workshop at an upcoming ATNI conference. We have also been invited back to provide a similar presentation at the USET (United South and Eastern Tribes) conference in May 2012.

Our Tribal Nations team worked closely with both of the Long Island nations — the Unkechaugs and the Shinnecocks — to secure emergency standby relationships and to then assist them through two flood disasters.

Additional proactive sales efforts were launched in response to potential flooding of the Red River and Mississippi River, with numerous contacts made in Iowa, Minnesota, Missouri, North Dakota, and South Dakota. Sales efforts in the Northeast following Tropical Storm Lee and Hurricane Irene resulted in seven successful emergency contracts, which led to several of our ongoing engagements in 2011.

In April 2011 a team of AI DRC staff worked their way south along the Mississippi River to market our services to all of the flood-prone counties and municipalities. The effort started with the City of St. Paul, with which we hold an emergency standby contract. We also sent a team along the Red River to meet with potential North Dakota and Minnesota applicants.



BUSINESS DEVELOPMENT & MARKETING

In response to the increasing number and complexity of RFPs being issued by public entities, AI Corporate formed an RFP team. In 2011, the team responded with AI as the prime vendor to 43 RFPs, 32 of which were issued by local jurisdictions and 11 by grantees and other proposal requests. Of these, we won 10 (23%), lost 21, four were not awarded, and we are awaiting an outcome on the remainder. The team also worked closely with AI Firms on proposals submitted to international entities such as Christchurch, New Zealand, and the Government of Thailand following earthquake activity and flooding, respectively.

We continued to leverage our relationships with existing DRC strategic partners and formed significant new relationships in order to best position AI for success. These partnerships resulted in successful outcomes on several joint RFPs.

AI Corporate rekindled its relationship with KPMG for the first time in 13 years. The teams worked together to respond to RFPs issued by the State of Louisiana and the City of Oakland Park, Florida. While neither bid was successful (Louisiana was lost to the incumbent), they provided an excellent opportunity to re-forge a working relationship. This resulted in KPMG independently recommending our services to the State of Vermont, well timed in that we were pursuing a relationship with the State at the time.

To better serve our clientele in the Pacific Islands, Adjusters International opened an office on the island of Maui in Kahului, Hawaii. AI's Vice President and Chief Operating Officer explained the importance of this new location in the press announcement for this event "The addition of the Maui office is a direct result of the potential demand for FEMA-related services on the Hawaiian Islands, as well as in the American Samoa, Guam and Micronesia." In early 2011 we attended a meeting with Hawaii's Governor's office which included AI Pacific Northwest representatives and AI Corporate staff. This meeting focused on our ability to provide the state and its applicants with a Total Solution® for securing funds.



On the West Coast, AI Corporate worked with Greenspan South/Adjusters International to respond at local and state levels to flooding in southern California. AI Pacific Northwest and AI Corporate joined forces to assist those affected by tsunami damages in Oregon and California.

AI Corporate worked with Greenspan North/Adjusters International to develop and provide a training program on insurance and FEMA to agents and brokers that will be implemented in 2012. AI Corporate worked with AI-Texas to submit these trainings to the State of Texas for approval for continuing education credit in order to replicate the California program and approach.

Our team worked closely with the West Coast firms to expand and strengthen relationships with government entities, including responding to an invitation by the Association of Bay Area Governments (nine counties and 101 cities and towns) to participate in an all-day conference on Bay Area Disaster Resilience and to potentially serve on the board. All in all, these outreach efforts resulted in more than 60 meetings, presentations and trainings reaching over 250 decision makers and influencers in our target audiences throughout the region.

Our grantee team worked diligently to strengthen and leverage our relationships at the state level. Meetings were held throughout the year with representatives of the states of: Alaska, California, Connecticut, Hawaii, Kentucky, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont, as well as the U.S. Virgin Islands. Recognizing the importance of becoming better positioned politically, Adjusters International retained lobbyists to assist with these efforts in California, New York and Vermont.

We participated in a cross-training opportunity with our client the State of South Carolina, with the intent of positioning ourselves as their primary "go to" vendor.

In addition to accepting invitations to present as part of two technical panels at their legislative conference in Washington, DC, AI Corporate worked with the National Association of Counties (NACo) to develop and present a six-month series of webinars on disaster recovery topics of interest to local elected officials. Publicized by NACo's

BUSINESS DEVELOPMENT & MARKETING



Washington, DC, offices, the series is entitled "Position Your Community for an Organized and Effective Disaster Recovery with FEMA." The series was positively received by NACo membership and is archived on the NACo website for reference by county officials and their staff. Of note is that an attendee of the webinar is using the information and handouts presented to update her county's emergency management plan. These efforts were so successful that they resulted in an invitation to continue the series into 2012.

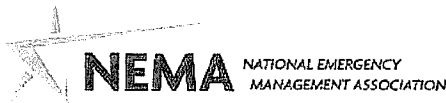
In addition, Adjusters International's Corporate staff presented at the International Association of Emergency Managers (IAEM) conference, the NACo Homeland Security and Emergency Management Subcommittee, and the Northeastern States Emergency Managers Consortium (NESEC). Webinars were also developed for IAEM and for PRIMA (Public Risk Management Association). AI Corporate worked in partnership with Goodman-Gable-Gould/Adjusters International to respond to an invitation to present at the National League of Cities Risk Information Sharing Consortium (NLC-RISC) conference. In addition, when the risk manager from Linn County, Iowa, presented at PRIMA from the perspective of a county going through the recovery process, he spoke highly of Adjusters International and the important role we played in the county's recovery.

NACo writes

"I just want to share the [following] comment from yesterday's webinar with you. As always, it was incredibly informative and just another job well done!"

Kudos to you all."

DALEN A. HARRIS
ASSOCIATE LEGISLATIVE DIRECTOR
NATIONAL ASSOCIATION OF COUNTIES
WASHINGTON, DC



We continued as or became corporate members or associates of: ICMA (International City/County Management Association), IAEM (International Association of Emergency Managers), NACo (National Association of Counties), RIMS (Risk Management Society), PRIMA (Public Risk Management Association), FEPA (Florida Emergency Preparedness Association), TAC (Texas Association of Counties), and AGRiP (Association of Governmental Risk Pools). We were also recognized for elevating our status to platinum at the November board meeting of NESEC (Northeast States Emergency Consortium).

I am pleased to report back on the above webinar. It was well done, well thought out and presented and not only timely, but on time. I will use the printed materials in the future and have recommended the webinar to colleagues.

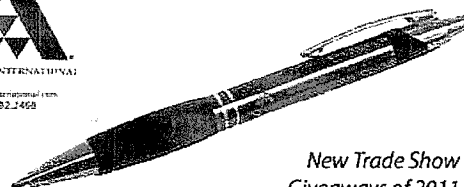
I look forward to more on disaster topics. Please keep me on your list for future webinars."

KATHLEEN C. HALE
DIRECTOR OF EMERGENCY SERVICES
JAMES CITY, VIRGINIA

Adjusters International's 2011 strategic sponsorships provided high visibility and networking opportunities with associations such as: TAC, NACo, NEMA, and NESEC. AI's Vice President & Chief Operating Officer continued to serve on the NEMA Mitigation Committee and was selected to chair the Disaster Recovery

Contractors Association (DRCA) Government Affairs Committee in 2012. AI's Manager of Integrated Services continued to serve on NAPIA's Board of Directors, and was selected to chair NAPIA's Membership and Recruitment Committee.

BUSINESS DEVELOPMENT & MARKETING



*New Trade Show
Giveaways of 2011*

TRADESHOWS

Adjusters International's approach for the 2011 tradeshow schedule continued a modification that we implemented in 2010, which was to separate our involvement into two categories: participation as exhibitors or registering individuals as attendees for events. The resulting schedule had the AI Corporate Office exhibiting at 23 shows and registering attendees for an additional five conferences. Eighteen of the shows and all five of the conferences we attended targeted audiences for our Total Solution® services. The remaining five tradeshow were for prospective public adjusting clients, including three events for our hotel partners. Adjusters International's regional offices exhibited at nine local shows and events.

NATIONAL & REGIONAL CONFERENCES — EXHIBITED

- RIMS (Risk & Insurance Management Society) Annual Conference & Exhibition
- RECon 2011 (Real Estate Convention — International Council of Shopping Centers) Convention & Trade Exhibition
- NYSEMA (New York State Emergency Management Association) Winter Conference
- NEMA (National Emergency Managers Association Mid-Year Conference) Platinum Sponsor
- Choice Hotels Annual Franchise Services Meeting
- 2011 South Carolina Emergency Management Association (SCEMA) Coastal Workshop
- NACE (National Association of County Engineers) 2011 Annual Meeting and Management & Technical Conference
- National Hurricane Conference
- Choice Hotels 57th Annual Convention
- Palm Beach International Boat Show
- Self Storage Association Spring Conference
- PM (Property Management Association) Expo 2011
- Jacksonville International Boat Show
- SAHMA (Southeastern Affordable Housing Management Association) 2011 Regional Conference & Tradeshow

- ICSC (International Council of Shopping Centers) Western Division Conference Deal Making
- MREMA (Maine Real Estate Management Association) Tri-State Housing Managers Conference
- Ft. Lauderdale International Boat Show
- St. Petersburg Power & Sailboat Show
- New Jersey Emergency Preparedness Conference
- 2011 Texas Emergency Management/Hurricane Conference
- Governor's Hurricane Conference
- 2011 Gulf States Hurricane/Louisiana Emergency Management Association Conference
- PRIMA (Public Risk Management Association) 2011 Annual Conference
- FAC (Florida Association of Counties) 2011 Annual Conference
- NACo (National Association of Counties) Annual Conference & Exposition
- TAC (Texas Association of Counties) Annual Conference
- ICMA (International City/County Management Association) 97th Annual Conference & Exposition
- NEMA (National Emergency Managers Association) 2011 Annual Conference — Platinum Sponsors
- Best Western International Annual Conference
- USET (United South & Eastern Tribes Inc.) 16th Annual Meeting & Expo
- IAEM (International Association of Emergency Managers) 58th Annual Conference & EMEX 2011
- Kentucky 2011 Governor's Emergency Management Workshop

NATIONAL CONFERENCES — ATTENDED

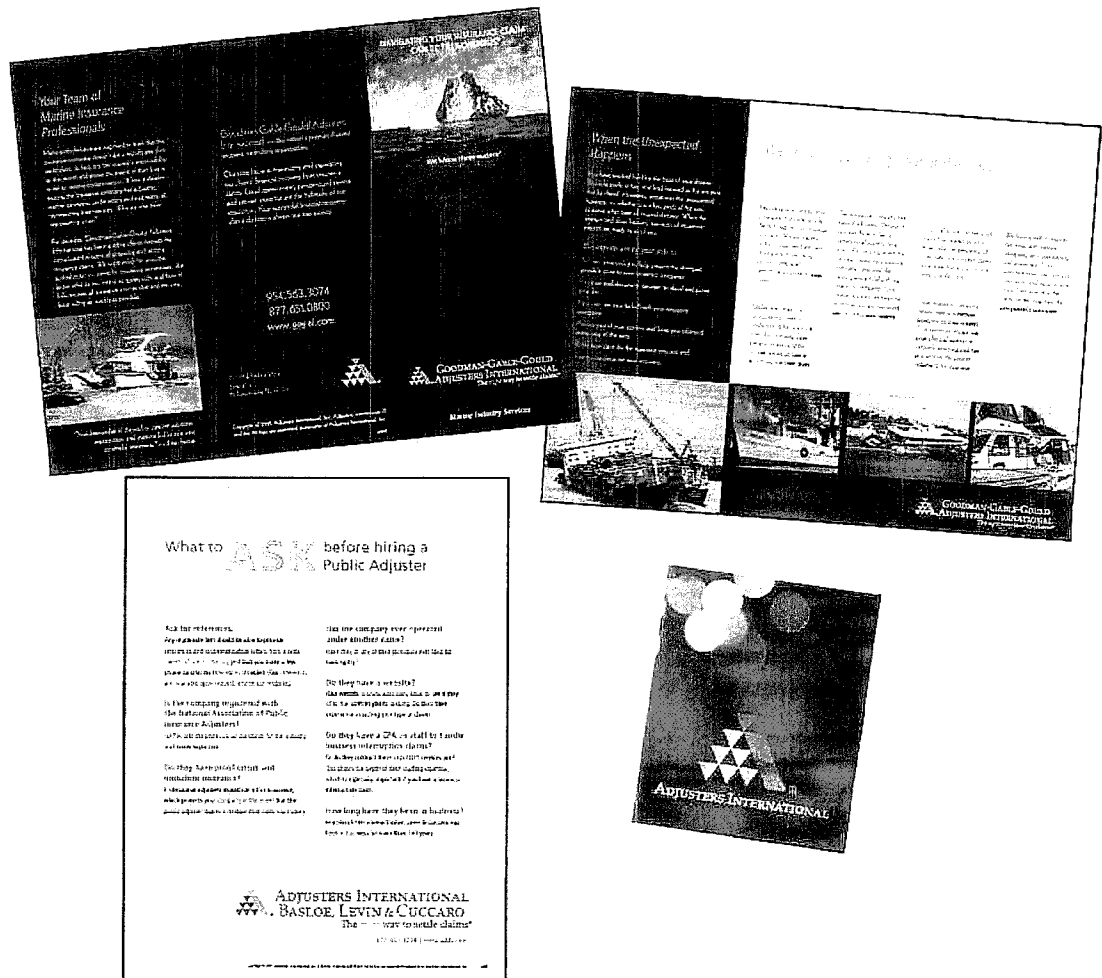
- ATNI (Affiliated Tribes of Northwest Indians) 2011 Winter Conference
- 2011 NACo (National Association of Counties) Legislative Conference
- APA (American Planning Association) 2011 National Planning Conference
- USET (United South & Eastern Tribes Inc.) 2011 Semi-Annual Meeting
- CSAC (California State Association of Counties) 2011 Annual Meeting

COMMUNICATIONS

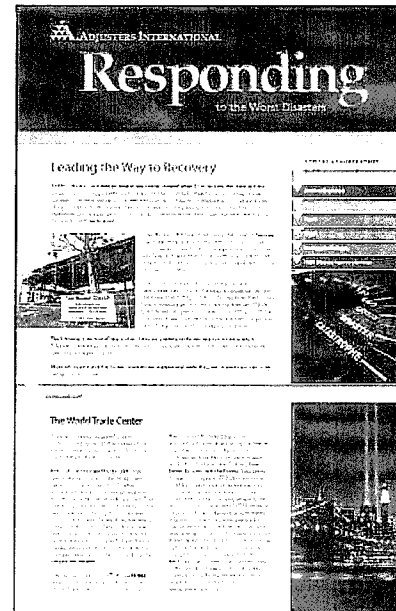
CONVEYING OUR MESSAGE

GENERAL PRINT PUBLICATIONS

In 2011 the AI Corporate Office produced over 160,000 pieces of printed material, including folders, brochures, tri-folds, inserts and newsletters. The new marketing publications welcomed last year included: marine industry tri-fold; custom-sized pocket folders; "What to Ask Before Hiring a Public Adjuster?" insert; "wine bottle label designs; BP Oil Spill report covers and two editions of *Responding*.

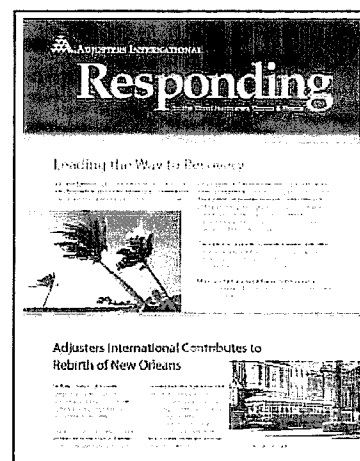


Responding to the Worst Disaster
A compilation of some of our highest-profile engagements, this 16-page, full-color tabloid piece is a strong addition to our sales and marketing packages and presentations.



Responding to the Worst Hurricanes, Storms & Floods

This 12-page edition is offered as a "print-on-demand" piece to AI Firms to demonstrate our abilities in assisting those affected by water and wind-related perils. In addition, AI personnel can access, download, print and e-mail this piece directly from the AI Private Site.



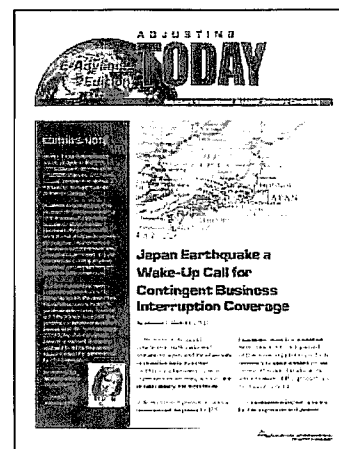
COMMUNICATIONS

ADJUSTING TODAY

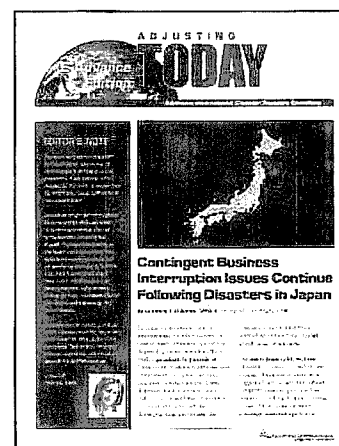
Four new editions of *Adjusting Today* were published last year, including the milestone 40th edition. In the 2011 total were two editions that launched our first-ever E-Edition series!

This brand-new electronic version of *Adjusting Today* was launched to allow us to quickly and economically address developing subjects. In just four weeks, we produced two E-Editions following the earthquake and subsequent tsunami that struck Japan.

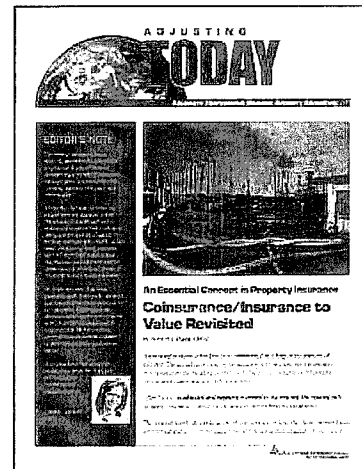
Published online just three weeks after the earthquake was: "Japan Earthquake a Wake-Up Call for Contingent Business Interruption Coverage."



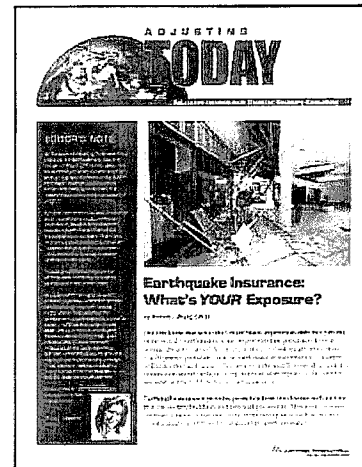
Then just 20 days later, a second E-Edition — "Contingent Business Interruption Issues Continue Following Disasters in Japan."



New print editions of *Adjusting Today* last year began with our publication of "An Essential Concept in Property Insurance: Coinsurance/Insurance to Value Revisited."



This final edition for 2011 — "Earthquake Insurance: What's YOUR Exposure?" — marked the first time earthquakes have been the featured topic of an AI publication. It also provided an opportunity to remind our readers — via the editor's note — of our two E-Editions on the Japan earthquake and resulting contingent business income claims. The timing was right for this edition as our distribution took place just after earthquakes were felt in many states, including that of AI's Corporate Office, spurring interest from many of our readers.

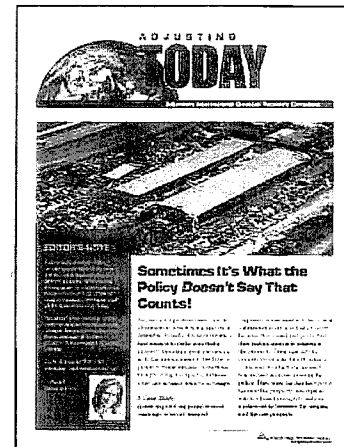


COMMUNICATIONS

ADJUSTING TODAY CONT'D

To keep pace with AI Firm and reader demands for issues included in the *Adjusting Today* library, we updated and republished two previous editions in 2011:

"Sometimes It's What the Policy Doesn't Say That Counts!" This edition debuted 20 years ago and is a favorite of our readers and AI personnel. It includes a second feature story "The Replacement Cost Claim: It's Just Like Any Other. Or is it?" Both articles were updated by an independent insurance expert. From this edition we retired the article "The Contractor's All-Risks Policy: Some of the Pitfalls — More of the Answers."



"Risk Assessment: Evaluating Coverage from a Loss Perspective." This issue too was originally produced 20 years ago and is testament to the efforts we extend to keep *Adjusting Today* a quality publication.



From our *Adjusting Today* readers:

"I access the newsletter frequently; it helps me considerably."

MIKE BOGGES
ISU SANDER JACOBS INSURANCE
SANTA ROSA, CA

"Ron, many thanks for sending me your excellent publication. It is a great resource for my classes. Come see us at UA!"

BILL KABEL
THE UNIVERSITY OF ALABAMA
TUSCALOOSA, AL

"We go to your site on a daily basis and think your articles are fantastic! We'd like permission to put some of the actual PDF documents onto our micro site to be shared with customers/prospects."

MICHELLE MCCRAW
HUB INTERNATIONAL NEW ENGLAND, LLC
WILMINGTON, MA

"Thank you very much. I have seen some of the back issues and they are GREAT!"

MARK HABERSACK
CLARK COUNTY DEPARTMENT OF AVIATION
NEVADA CHAPTER OF RIMS –
BOARD OF DIRECTORS
HENDERSON, NEVADA

"Sheila, I get your magazines or your pamphlets on a regular basis... and I just want to tell you that they are very informative and I certainly enjoy them. I make sure that my whole staff reads [it]. You're doing an excellent job and I wish that they came out once a week with different subject matters because you do a very, very good job and I appreciate your efforts very much."

JOHN GANDOLFI
MICHIGAN COMMUNITY UNDERWRITER
STERLING HEIGHTS, MI

"Excellent! The insurance schooling was most helpful. The President of our Agency wanted me to find out if we could get 30 copies of your Adjusting Today – Coinsurance: Insurance to Value Revisited. . . It's a good explanation of coinsurance for our insureds to better understand."

JANET ROBERTS, CISR
COMMERCIAL LINES SUPERVISOR
NORTH CANTON, OH

Permission was granted to Cities & Villages Mutual Insurance Company of Brookfield, Wisconsin, to include *Adjusting Today* in their April client newsletter.

A link to the Coinsurance edition of *Adjusting Today* was even included on the Poultry & Egg Institute's website.

COMMUNICATIONS

ADJUSTING TODAY ONLINE

All editions of *Adjusting Today* continue to be available on our websites for reading and/or downloading. To put the importance of this publication in perspective, in 2011, 58 percent of all traffic to the AI Corporate website (62,788 visitors) arrived via an *Adjusting Today* article. Across all editions there were approximately 4,500 downloads, with "Overhead & Profit" continuing to be the most downloaded edition with 387 downloads.

DISASTER RECOVERY TODAY



Proper Debris Management — Key to Disaster Recovery and FEMA Assistance. This issue covers the much-requested topic of debris — a common by-product to disasters of all types.

For the first time ever, Adjusters International combined the mailing of *Adjusting Today* and *Disaster Recovery Today* in 2011 to further demonstrate the depth of our services to readers of both publications. A letter was enclosed, to introduce our readers to this first-time joint distribution.

Accompanying this mailing of *Disaster Recovery Today* was a cover letter that included the introduction to our readers of the newly formed "Disaster Recovery Speakers Bureau." Adjusters International launched a team of professionals to present trainings and workshops including such topics as:

- Public Assistance Basics — An Overview
- Integration of FEMA and Property Insurance Claims
- A Closer Look at 9580.3 Insurance Considerations in the FEMA Public Assistance Program
- Nine Steps to FEMA Public Assistance Recovery
- Mutual Aid Agreements: Tips for Improving Your FEMA Recovery
- Changing Adversity to Opportunity: Strategic Disaster Recovery

From our *Disaster Recovery Today* readers:

"These look like great topics and it is an abundance of information that frankly isn't seen everywhere else. Thank you."

ALYSON BROOKS
CITY OF MESQUITE
OFFICE OF EMERGENCY MANAGEMENT
MESQUITE, TEXAS

"As an Emergency Manager, I am very pleased to receive your publications. They are extremely informative and useful."

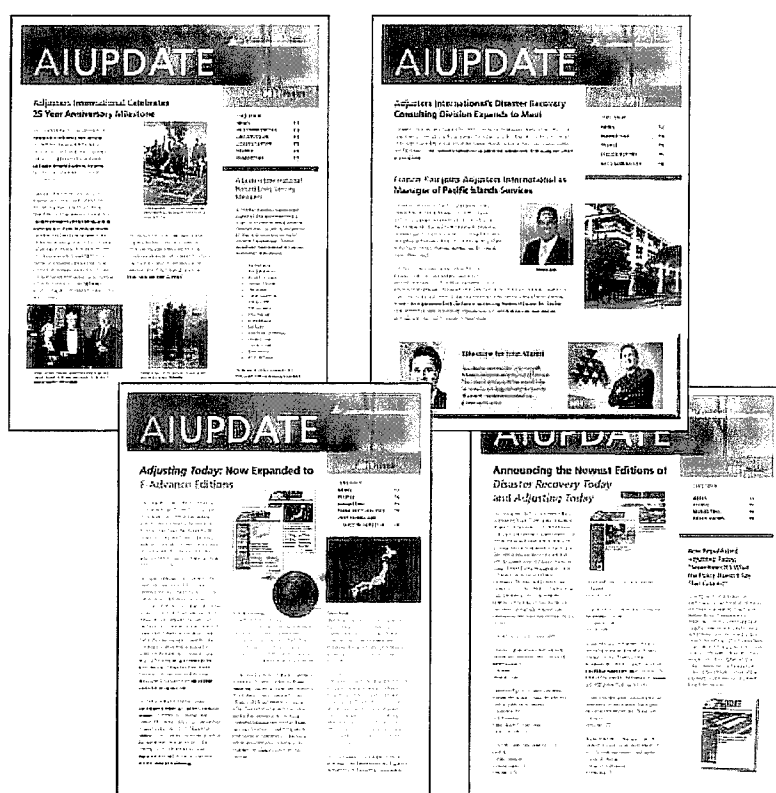
JOHN W. BONDE
VILLAGE OF WELLINGTON
WELLINGTON, FLORIDA

DISASTER RECOVERY TODAY ONLINE

All editions of *Disaster Recovery Today* are available via our website. In 2011, 3,746 visitors arrived at our website to view an edition of *Disaster Recovery Today*. There were 394 total downloads of *Disaster Recovery Today*, with the newest edition "Proper Debris Management: Key to Disaster Recovery and FEMA Assistance" having the most downloads with 44. "Mitigation Funding in the FEMA Public Assistance Program" was the most visited edition bringing in 543 visitors to our website.

COMMUNICATIONS

INTERNAL COMMUNICATIONS



AI Update

Four editions of Adjusters International's *Update* were printed and distributed in 2011. This newsletter includes details on new marketing initiatives, public relations work, community involvement, staff news and happenings within the company.

Board Bulletin

The Adjusters International report to our Board of Directors was published in regular fashion in 2011. Six editions of this bi-monthly publication were produced and disseminated.

Sales & Marketing Management Report

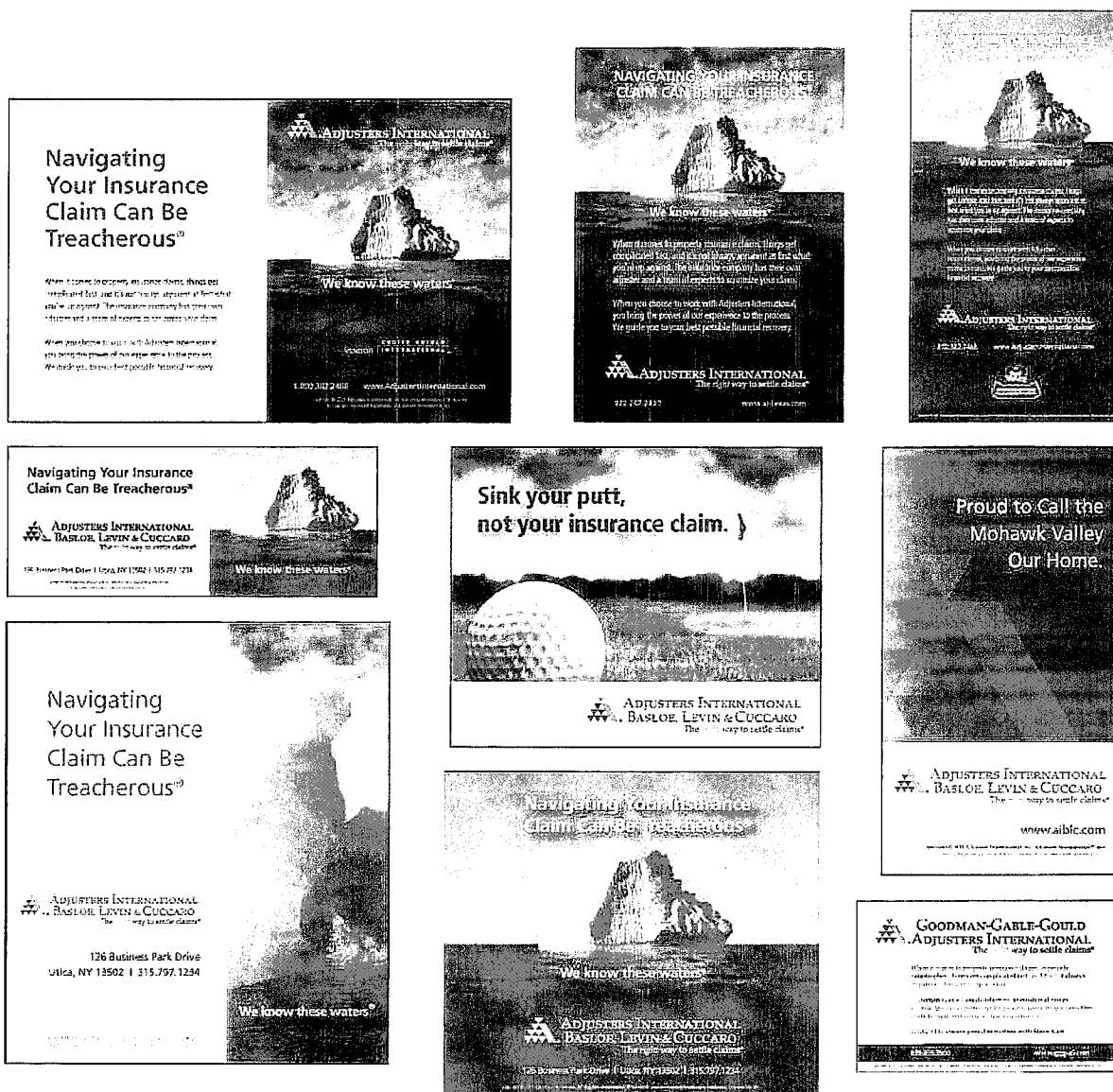
This publication was launched in 2009. It is e-mailed to members of our Sales & Marketing Management Committee to keep them abreast of AI's actions and activities.

Operations/Sales & Marketing Management Report

Similar to the Sales & Marketing Management Report, this publication is produced to keep our off-site AI Corporate disaster recovery consulting personnel informed.

ADVERTISING

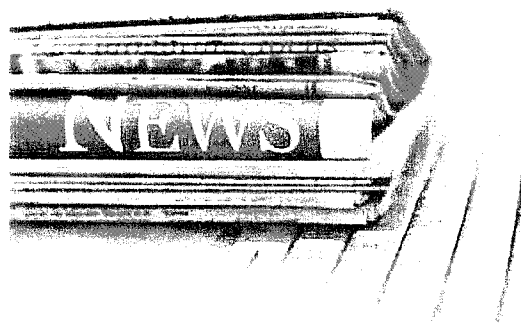
Twenty advertisements for AI Corporate and AI Firm use were produced in 2011. Of this total, 15 ads were for AI Firms and five for the AI Corporate Office.



COMMUNICATIONS

PUBLIC RELATIONS

During the year, AI Corporate and AI Firm personnel were active in promoting our public adjusting and disaster recovery consulting services, as well as the Adjusters International brand by giving interviews, sending press announcements and writing informational articles. AI was included in over 175 stories and social media posts in 2011, a sampling of the publications and media outlets follows:



- MSNBC interview
- *San Francisco Examiner*
- *Albany Times Union*
- *Journal of Public Adjusting*
- *San Jose Mercury News online*
- *TAPIA Times*
- *New England Condominium*
- Washington DC's *Bisnow* Newsletter
- *University Business Magazine*
- *Associated Press* interview
- *Bloomberg News* interview
- KSBW-TV news — Santa Cruz, California
- *San Francisco Chronicle* online
- *Sunshine State News*
- *Sun Sentinel*
- *Tuscaloosa News*
- *Maui Weekly*
- *Hawaii News Press*
- *Property Insurance Coverage Law Blog*
- *Miami Herald* online
- *Houston Chronicle* online
- Yahoo! News
- Yahoo! Finance
- Market Watch

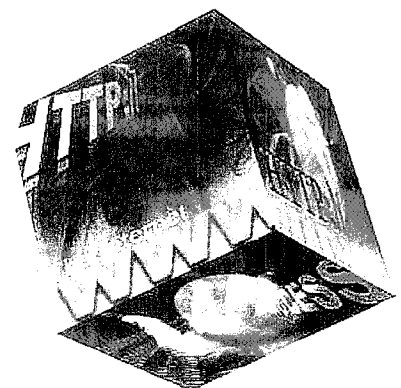
PRESS RELEASES

Adjusters International's Corporate office press releases distributed in 2011 included:

- "Adjusters International Opens New Office in Hawaii" was distributed in March, and was picked up by 17 online news outlets including the *San Francisco Chronicle*, Yahoo! News, and *Hawaii News*.
- Distributed in May, "Consumer Advice & Alert, From Goodman-Gable-Gould/Adjusters International: Is a Child's Property at College Insured? It may be Under Their Parent's Homeowner's Policy" was picked up by nine online news outlets including American Banking & Market News and Yahoo! News.
- Released in June, the "Goodman-Gable-Gould/Adjusters International to Break Ground on New Baltimore Office" announcement was picked up by 10 online news outlets including World Market Media and *Digital Producer Magazine*.
- "Hurricane Irene Bears Down on the East Coast - Adjusters International Disaster Recovery Teams Mobilized" was distributed as Hurricane Irene was approaching landfall, and was picked up by 42 different online news outlets including CBS Moneywatch, *Miami Herald* online, and *Houston Chronicle* online.

AI WEB PRESENCE

In 2011, several regional disasters struck in the United States and two major disasters struck internationally. There were firestorms in Arizona and Nevada; earthquakes along the East Coast; tornadoes in Alabama and Massachusetts; and hurricanes Lee and Irene. The major earthquake and tsunami in Japan resulted in Thailand's worst flooding in 50 years. In response to each of these disasters the AI Corporate marketing team created informational website landing pages and news articles outlining our response that were then posted on the appropriate AI Firm website.



COMMUNICATIONS

AI WEB PRESENCE CONT'D

Some 26 news stories were posted on the AI Corporate website in 2011. Included were stories on our disaster response efforts, staff news, speaking engagements and media coverage. The AI Firm websites were also updated throughout the year with 27 news stories specific to the activities of their offices.

Adjusters International Corporate Website



Several new pages were added to the Adjusters International Corporate website to highlight our service offerings, discuss timely insurance topics, and to tout our publications. These pages included content covering contingent business interruption claims, our Disaster Recovery Consultant Speakers Bureau, our two versions of our brand new publications *Responding* and the newest and revised editions of *Disaster Recovery Today* and *Adjusting Today*.

By year's end, nine of our keywords ranked on the first page of Google's search results. The keyword "public adjusters" averaged a position of "three" on Google's natural search results page and resulted in 340 visitors going to the AI Corporate website — with variations of the keyword resulting in over 1,000 visits to the site. AdjustersInternational.com ranks in the "second" position for both "disaster recovery consultant" and "FEMA consultant." Variations of these keywords brought in 733 and 70 visits, respectively. Google pay-per-click advertisements for the Adjusters International Corporate site were shown more than a half-million times and were clicked on over 7,000 times, with the entire program receiving nearly two million impressions and approximately 23,000 clicks.

Over the course of 2011, the Adjusters International Corporate website received over 109,000 visits, of which 83 percent were from new visitors. The site visitors viewed a total of 279,143 pages — and spent on average two minutes on the website. Our sources for this traffic were nine percent direct, 12 percent from referring sites and approximately

78 percent from Internet search engines. Of these, 4,182 of all site visitors viewed our main "Contact Us" page with 365 completions of the contact form. In addition, 472 visitors completed the Quick Contact Form located on the right hand side of each page. For the pay-per-click programs, we continued to further refine the program to increase focus on search terms very relevant to our business. These efforts resulted in 10,000 visits to the AI Corporate website and 741 visits to our Contact Us page.

In addition to the disaster-specific pages, several new web pages were added to expand the Internet visibility of our Firms' websites. These included:

- ADJUSTERS INTERNATIONAL/BASLOE, LEVIN & CUCCARO — Office location landing pages for Albany, Utica, Syracuse, Portland, and Scranton.
- AI CO/AI TX — Loss specific pages for wind, water, winter storms, hurricane, hail, and fire.
- GOODMAN-GABLE-GOULD/AI — Loss specific pages for wind, winter storms, hurricanes, hail, flood and fire. A page highlighting hurricane insurance coverage. In an effort to further promote their expansion into assisting those with marine claims, a new section dedicated to marine services was added to the Goodman-Gable-Gould/AI website.
- GLOBE MIDWEST/AI — Loss specific pages for wind, water, hail, flood, and winter storms.
- GREENSPAN/AI — Office location website landing pages were created for San Jose, San Francisco, Sacramento, Los Angeles, Orange County, Livermore, Las Vegas, San Diego, Arizona, and Sierra Nevada; as well as landing pages for Greenspan/AI specific videos and Better Business Bureau accreditations. Also added were three new case studies and updates to website navigation, including links to social media sites and a featured video.
- AIPNW — For this office, we added an office location website landing page for Salem, Oregon, and two new case studies.

COMMUNICATIONS

AI WEB PRESENCE CONT'D



Facebook fans receive updates on the happenings of those pages they "Like." The Adjusters International Corporate Facebook page had 230 fans by the end of 2011. Thanks directly to 67 posts made to our Facebook profile, the AI Corporate website was visited 227 times. In addition, during Hurricane Irene we created a dedicated "Hurricane Irene Support" Facebook Community page, to reach those affected by the Hurricane and the page acquired 78 supporters.

There are three Twitter accounts managed by the AI Corporate Office and our total number of followers for each of these accounts continued to grow in 2011. At year's end, our Adjusters International titled account grew to 519 followers, the *Adjusting Today* account had 198 followers and the *Disaster Recovery Today* account had a following of 727. Twitter helps drive Web traffic to our website and adds new subscribers to *Adjusting Today* and *Disaster Recovery Today*.

In 2011 we also continued to build our LinkedIn presence. Our *Adjusting Today* group grew by 180 percent to 502 members! Members use groups as a forum to network and discuss current industry trends and topics.

WIKIPEDIA

In 2008 Adjusters International's Wikipedia page was launched. Since that time, 20 articles on Wikipedia now cite Adjusters International, *Adjusting Today* or *Disaster Recovery Today* as a reference source. Wikipedia referred some 5,728 visits to AI's websites in 2011 from these combined pages. The Wikipedia article on Business Interruption Insurance referred 1,451 visits to the *Adjusting Today* articles "Business Income Insurance" and "The Length of the Road Back from Disaster." In addition, the *Adjusting Today* feature article "Builder's Risk Insurance: Specialized Coverage for Construction Projects" brought over 1,400 visits from Wikipedia to the *Adjusting Today* website.



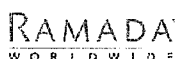
STRATEGIC ALLIANCES & PARTNERSHIPS

WYNDHAM WORLDWIDE

The Wyndham Hotel Group has been expanding and in 2011 became the world's largest hotel company with 7,210 rooms. To achieve this ranking, Wyndham acquired the TRYP hotel brand, a select-service, mid-priced brand that caters to business and leisure travelers in cosmopolitan cities. They also announced a license agreement granting them exclusive rights to franchise Planet Hollywood branded hotels and entered into an agreement with Chatwal Hotels & Resorts, LLC, gaining exclusive rights to franchise and manage its Dream® and Night® boutique hotel brands globally.

We continue to work through Wyndham's marketing channels, which in 2011 included:

- Classified listing in the Supplier Directory
- Supplier Fact Sheet
- Wyndham Property list
- Strategic Sourcing website listing
- Strategic Sourcing "Money Saving Offer Listing"



CHOICE HOTELS INTERNATIONAL

As one of the world's largest lodging franchisors, Choice Hotels International currently has more than 6,100 franchises representing 490,000 rooms in the United States and more than 30 countries and territories. As AI's longest-standing hospitality partnership, Choice Hotels is also our most successful with strong supporters at their corporate headquarters who routinely advocate on our behalf.

In April Adjusters International was asked to provide content for their online Disaster Preparedness & Recovery section on ChoiceBuys.com. We supplied materials including two educational articles: "Spring Flooding, Failed Bomb Attempts and More" and "Investigation of Hotel Property Losses-What Your Insurance Company is Looking For." The AI byline on the articles touted us as top experts in the field of business recovery.



In June we participated in the annual Franchise Services Meeting. These approximately 120 franchise services associates, as well as other regional staff, serve as the first point of contact for franchisees, putting them in a unique position to suggest our services when they learn of property disasters. As part of this meeting, Choice Hotels teamed up with their signature cause partner, Rebuilding Together, to help the Scottsdale Training and Rehabilitation Services (STARS), a local non-profit community organization. Meeting attendees and vendors worked to make repairs and improvements at their neighborhood location. Representing AI Corporate was Ann Marie Rowlands, pictured second from the right on the bottom row.



Founded in 1973, the Scottsdale Training and Rehabilitation Services center is a non-profit community organization dedicated to providing services for adults with physical and cognitive disabilities in the metro-Phoenix area.

STRATEGIC ALLIANCES & PARTNERSHIPS



CHOICE HOTELS INTERNATIONAL CONT'D

Our 2011 Choice Hotels International marketing program included:

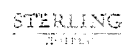
- Marketplace Circular full-page ad
- Property list (twice yearly)
- Marketplace Circular half-page ad
- ChoiceBuys.com Disaster Preparedness & Recovery Section content
- Choice Hotel International 57th Annual Convention & Tradeshow
- Convention Connection advertising
- 2011 Annual Franchise Services Division Meeting participation
- Directory of Qualified Vendors listing and half-page ad
- Choice Connections Magazine summer issue full-page ad
- Choice Connections Magazine winter issue full-page ad

PREFERRED HOTEL GROUP

Our partnership with Preferred Hotels was renewed for another two years in 2011.

As part of our standard marketing program with Preferred, we have listings in their Preferred Alliance Directory and on their Member Portal, an online venue for distribution of information to their member hotels, and each quarter receive a list of their worldwide hotel properties.

In February, an iMail distribution entitled "Protect Yourself from Nature's Winter Fury" was distributed to Preferred Hotel properties to alert them to the possibility of pipe breaks, ice jams and collapse during winter months. The message was also featured in the March 2011 edition of the Historic Hotels of America's *Concierge Magazine*.



BEST WESTERN INTERNATIONAL



In 2011, Best Western adopted a three-product brand program classifying their properties as Best Western, Best Western Plus or Best Western Premier to help provide travelers with a better understanding of what is offered at individual properties. It was the biggest change in the 65-year history of their company. As our Best Western relationship moved into its third year, we continued to promote our services to their members through a flexible marketing program.

The May issue of *Supply Advisor*, a light, informative and widely read newsletter, featured the Adjusters International article, "Spring Flooding Bomb Attempts and More – Why Hotels Need to be Prepared" along with an AI advertisement. The August edition of *Supply Advisor* included an ad and the article, "Bed Bug Infestation—A Developing Problem for Hospitality Industry—Is Insurance Available?"

In addition to scheduled marketing, we were asked to supply content for the spring issue of the *BW Today* flier. The flood information we provided included a link to our *Adjusting Today* flood issue. Twice annually we are provided with a comprehensive listing of the Best Western hotel properties.

In October we exhibited at the Best Western North American Product Showcase, held in conjunction with their 65th anniversary celebration. The tradeshow portion of the event combined hourly drawings, meals and celebratory events which delivered exceptional attendance numbers and resulted in an outstanding event.

STRATEGIC ALLIANCES & PARTNERSHIPS

ASPN

Agency Specialty Product Network

Although ASPN discontinued operations at the end of the year, we are reporting on the results of our partnership for 2011.

During the fifth and final year of our strategic alliance with the Agency Specialty Product Network (ASPN), Adjusters International focused on the activities that AI Firms indicated they found most valuable. AI Corporate increased the number of Corporate-sponsored ride-along days, which were scheduled with their ASPN regional vice presidents (RVPs).

AI Firm personnel accompanied ASPN RVPs on approximately 70 joint agency visits in 2011. In the process of their discussions regarding AI's services with independent agents and brokers, the ASPN team's regular face-to-face meetings generated 49 specific opportunities for AI Firm follow-up. Thanks to ASPN's web-based system, these leads were immediately forwarded to AI Firms.

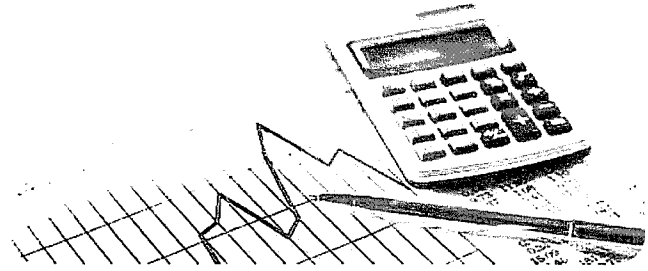
The majority of these opportunities were related to providing continued education course offerings directly to agencies, and AI Firms with licensed and qualified staff to respond to these requests experienced great success in following up on the leads generated by the ASPN RVPs. This also led to additional AI Firms developing and presenting CE course offerings to brokers and agents in their regions. AI Corporate collected and distributed a listing of CE course offerings by all AI Firms to promote the sharing of ideas.

In response to large-scale events throughout the year, ASPN sent four e-mail blasts. In February, we sent an e-mail blast to 20,868 agents and brokers nationwide alerting them of our ability to assist their clients impacted by severe winter weather. This e-mail was opened by 2,366 agents, for an open rate of 11 percent. Following the Japan earthquake in April, we sent an e-mail blast distribution of the earthquake edition of *Adjusting Today* targeted to agents and brokers in regions most likely to have clients with impacted business concerns.

This e-mail was distributed to 3,342 individual e-mail addresses and was opened by 471 individuals for an open rate of 14 percent. We then sent out an e-mail blast distribution of the E-Edition of the Contingent Business Interruption *Adjusting Today*. This went to 21,298 agents and brokers nationwide and was opened by 2,525 individuals for an open rate of 12 percent.

Following the flooding in Thailand, an e-mail blast was sent to the ASPN network announcing our ability to assist impacted clients doing business in or with Thailand. A final “bonus” e-mail blast went out at the end of December alerting the entire ASPN network of agents and brokers of the opportunity to sign up for a free *Adjusting Today* subscription. Over three dozen new subscribers joined our distribution list as a result.

When Joplin, Missouri, was hit by tornadoes in June, ASPN provided Adjusters International's Corporate Office with the contact information for 57 agencies in the region, for use by the sales teams operating in the area. In addition, past and present issues of *Adjusting Today* and *Disaster Recovery Today* were featured in the ASPN Resource Library — all of which helped enhance our own website's natural listing.

FINANCE & REPORTING

FINANCE, ACCOUNTING & TAX

In 2011, Adjusters International's finance department prepared and analyzed financial information, exercised control over company assets, obtained insurance, managed banking relationships, tax reporting and filing compliance in 24 states and for federal agencies; and maintained all payroll records and associated reporting, including all health and welfare plans.

The finance department tracked, collected, processed and reported on a weekly basis about revenue, costs and profitability, as well as projections, analysis and data reporting. Monthly financial reports included: balance sheet; income statement and statement of cash flows; as well as multiple reports which include data on utilization, budget differences, current standing on accounts receivable, job profitability and other data analysis points.

The department continued to look at efficiencies in data handling, to prevent duplication of inputted information and other errors. The data was reviewed prior to import and ultimately yielded an internal audit function as well as time savings. The finance department handled over 30,000 transactional entries within the accounting system during 2011, not including outside databases. Over 30 percent of these transactions involved importing data from another source.

Our annual filings in numerous states enabled us to coordinate and file for authorizations within dozens of states in short order. As a result, we were able to provide the quick turnaround required to file RFP's with municipalities seeking such information.

HUMAN RESOURCES

Vice President & Chief Operating Officer John Marini celebrated his 20th anniversary with Adjusters International at the end of February 2011. He has played a very large role in our success and for that we are grateful.

Last year a Manager of Pacific Island Services was hired to service our clientele from our new office in Maui in Kahului, Hawaii.

AI also hired as Manager of Integrated Services to focus on supporting AI Firms, enhance our service to them and provide continuous communication to help support the Firms' business growth through better coordination and delivery of AI services.

At year's end, a new AI Corporate Office was opened in Kansas City, Missouri, to obtain and better service clients in the central part of the United States. Two of our disaster recovery consultants will relocate there in the spring of 2012.

During 2011, Adjusters International's human resource department followed new guidelines by the New York State wage reporting. Involved was the completion of wage forms for every employee who lives or works in the State, with the outline of their pay dates and wage rates. These forms are now required to be completed annually and anytime a wage rate is changed. This reporting is subject to random audit by the New York State Department of Labor.

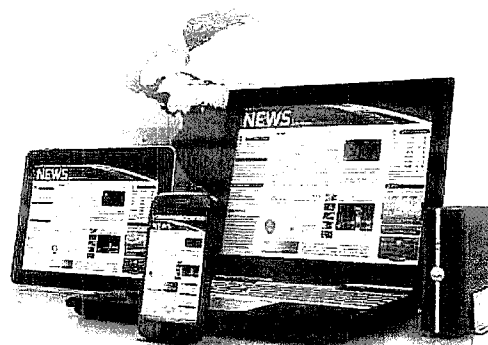
Adjusters International's Corporate Office updated our employee handbook last year, including relevant rules and guidelines for each state in which AI is working. Also updated was our summary plan description of all of our benefit plans, in compliance with federal guidelines.

The AI human resource department annually analyzes its benefit offering and chose to make no changes within our plan offerings in 2011. The AI Corporate Office currently offers two choices of health plans, dental and vision insurance, long and short-term disability and life insurance. Employees are also eligible to contribute to Adjusters International's 401(k) profit sharing plan.



John Marini

MANAGEMENT AND ADMINISTRATION



INFORMATION TECHNOLOGY

In 2011, AI continued its trend of staying at the forefront of technology.

During the year the last copper Internet connection for the AI Corporate Office was converted to fiber and now both our outside Internet connections and phone systems are run over dedicated fiber connection to our service provider. We continue to have a backup fiber connection for redundancy. We currently have 12-megabits per second of dedicated access through our two primary connections.

We also obtained over 30 new laptop computers for our full-time staff. These laptops replaced some of the aging computers from 2009 that will be used by our temporary staff. In addition, last year we began to issue iPads and eight are now in use by AI Corporate personnel.

We completed our full network virtualization during the past year. This virtualization allows for more efficient use of server resources, improves server availability, assists in disaster recovery, testing and development, and centralizes server administration.

We upgraded our data storage to 22 terabytes and we now have over 30 terabytes of space in our network. Our data is growing exponentially and this increase has provided room for AI for the next three years.

We also developed two new databases for data management. Last year we replaced Salesforce with vtiger, which is used to track leads and manage campaigns. The vtiger software can send emails, reminders and retains documents used in marketing and sales efforts. The second database is for news retrieval. The news retrieval database not only searches different lead sources, but also sorts and distributes the leads. The database also collects important statistical information that enables decisions to be made about efficiencies and data sources.

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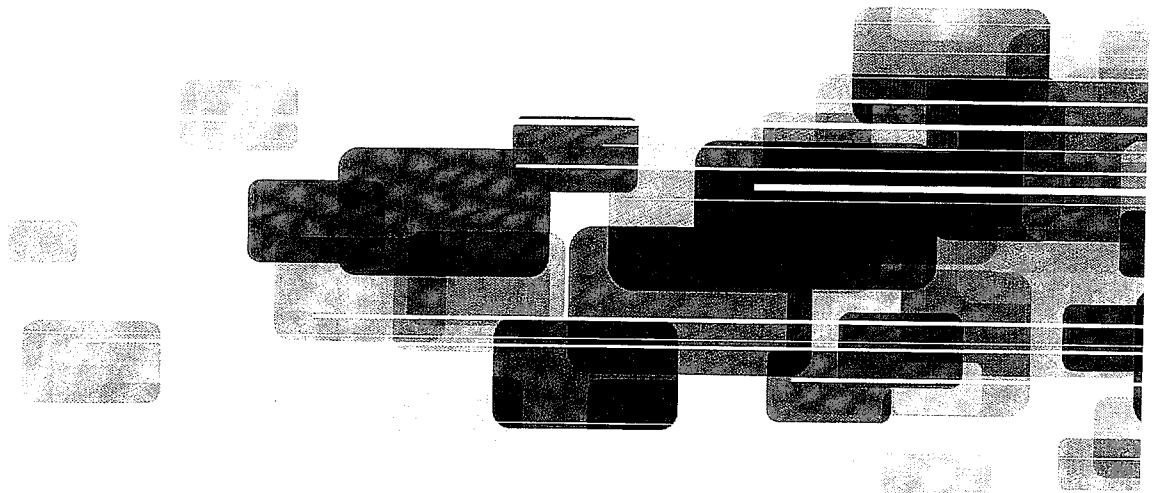


EXHIBIT C
SCOPE OF WORK
CITY OF DULUTH
SCOPE OF WORK

Consultant:	Scope of Work No. ____ Flood Project Number: City Division ____
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In accordance with the Consultant's Proposal and Agreement on file with the City of Duluth you are hereby authorized and instructed to do the work described herein.

Clear and complete description of the work to be done, including all elements of work (not a two work job description).

Project location and physical job parameters.

Specific listing of all "Supplementary Duties" and "Additional Services" Consultant is required to provide.

Work shall be performed on an hourly basis with a not to exceed cost of \$ _____ as shown on the attached proposal from the consultant.

Agreed By: Consultant Title _____ Date _____	Issued By: Chief Administrative Officer Date _____
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